

A Strategic Analysis of the Northfield Nonprofit Sector St. Olaf College, May 2011

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Executive Summary:

Abstract:

In collaboration with the Northfield Area Foundation (NAF), the Center for Experiential Learning, and the Sociology/Anthropology department, six St. Olaf students conducted a strategic assessment of the Northfield nonprofit sector. This research aims to identify what gaps exist between the nonprofit services and the needs of the community. We interviewed representatives from local human service nonprofits and community leaders to gather a comprehensive overview of the nonprofit sector. For a city of its size, the Northfield nonprofit sector is strong and does a good job of effectively meeting the needs of the community. That being said, many programs still lack sufficient funding, and would benefit from better communication and collaboration among nonprofits.

Main Points:

- The Northfield nonprofit network does a good job of meeting the needs of the community, but could use resources more effectively.
- The Northfield nonprofit sector called for more collaboration and coordination among nonprofits.
- The Northfield community works to help all clients and often finds scholarship programs to assist people in need.
- Limited funding often leads to program cutbacks and limits expansion, especially in education and outreach.
- On the whole, the organizations maintain a positive mentality, and some directors even noted that they are managing much better than some of their counterparts in neighboring towns.
- Leaders in the Northfield nonprofit sector expressed the desire for organizations to become more vocal about their mission, services, and events in order to reduce duplicate efforts and scheduling conflicts.

Setting/Community:

Northfield was founded in 1855 by John W. North, a visionary who saw the fertile farmland, wealth of natural resources, and hydraulic power of the Cannon River as an opportunity to establish a thriving community. After purchasing land from Daniel Kuykendahl, Daniel Turner, and Herman Jenkins, three local farmers, North set to work, constructing a mill and bridge. As North began mapping out the community, his wife, Anna Loomis North, worked to promote his vision and assisted in the foundation of many of Northfield's early societies. Deeply committed to education, North helped to construct the first public school, which opened in 1856. Sadly, in 1857, North suffered a financial setback and was forced to sell all of his assets in the town to Charles A. Weaton. Though North only lived in Northfield for seven short years, his impact on the community was profound, as "by the time the Norths left, Northfield was a thriving community with a public school, five churches, eighty houses, and a main street full of businesses" (Northfield Historical Society Website, Accessed May 2011).

Northfield currently holds an estimated population of just over 20,000 according to the 2010 census. To illustrate the ethnic breakdown of Northfield, the 2000 census revealed approximately 90% White, 6% Latino, and 3% Asian. The percentage of non-White residents has most likely increased in the last 10 years. The median age for Northfield residents was 23, which is younger than the average age in the U.S. due to the presence of St. Olaf College and Carleton College. The population density was 2,452.2 people per square mile (947.1/km²). The residential breakdown consisted of 4,909 households out of which 35.4% had children under the age of 18 living with them, 52.7% were married couples living together, 9.6% had a female householder with no husband

present, and 34.6% were non-families. The median income for a household in the city was \$49,972, and the median income for a family was \$61,055. Males had a median income of \$40,008 versus \$28,456 for females.

The City Council is comprised of seven elected officials, including the Mayor, Mary Rossing, who legislates policy and governs the issues related to the City of Northfield. Mary Rossing is also the presiding officer of the City Council. Of the six Council positions, there are four ward representatives and two at-large positions. Northfield is served by Minnesota State Senator Al DeKruif (GOP) in District 25 and State Representative Kelby Woodard (GOP) in District 25B. Northfield draws some of its income from tourism, especially during the Jesse James' Days celebration. The top five major employers for Northfield include Malt-O-Meal Company, St. Olaf College, Carleton College, Northfield Hospital, and the Northfield School District. Northfield is also currently managing an extensive budget cut. Depending on how much funding it receives from the State of Minnesota, the Northfield School district will be forced to make substantial cuts, ranging between \$4.2 million and \$1.9 million over the next five years.

The Northfield Area Foundation

As stated on the Northfield Area Foundation's (NAF) website, the NAF has a vision to strengthen philanthropy by facilitating civic engagement and responsible giving. The NAF is a well-established community endowment, organized to serve the greater Northfield area and its residents. The NAF functions as a conduit between those who want to support the Northfield community and those who work to make it a better place.

Organized under the legal structure of the Minnesota Community Foundation, NAF is overseen by a local board of advisors charged with fundraising, fund distribution, community outreach, growth, and long-term planning for the foundation.

The NAF Board of Advisors established strategic priorities to ensure maximum scope and use of resources. The pursuit of these priorities will influence the foundation's future direction for community giving and resource distribution. The NAF aims to use these priorities to further develop their endowment, solicit new donors, and help influence the priorities of the Northfield area.

At its core, the NAF believes that resources go further through collaboration. The NAF supports creative and innovative solutions and is an inclusive organization that embraces the Northfield area in all of its diversity. The NAF seeks to empower stakeholders by building a better Northfield and operates on the principles of integrity, trust, transparency and accountability. The NAF emphasizes grants that engage the most people, create long-term solutions, enhance the overall well-being of the community, and generate the biggest multiplier effect. This giving strategy seeks to ensure the long-term impact of each grant and generate collaborative efforts in addition to broadening the presence of the NAF in the community.

The NAF has a board of advisors who represent the NAF to the community, provide vision and strategic direction, approve grants, and establish committees to oversee specific areas of operations. One of the NAF's goals is to expand the board of directors to a total of 15 members. The objective of the NAF is to ensure diverse representation from the following community sectors/professions: financial planning, local colleges, the Northfield school district, the legal sector, development and strategic

planning, technology, and health care.

During 2009 and 2010, NAF underwent an internal review by the board, sought input from community leaders, and developed a new strategic plan for the organization. The keys to successfully transforming the NAF hinges on various strategic areas—among them increasing the total endowment by \$5 million dollars, hiring an executive director to run and lead the management of the organization, re-invigorating key committees such as asset building and marketing, and successfully engaging the whole Northfield area in supporting the organization.

To successfully implement a plan like this for a small community-based organization, the NAF believes it is critical to design and establish key partnerships. A full understanding and mapping of Northfield's current environment stands as a prerequisite for engaging the strategic areas outlined above. Additionally, city council elections have the potential to positively or negatively affect organizations like the NAF; thus it is important for the NAF to have an understanding of the city's leadership.

The NAF sought a partnership with St. Olaf College's Sociology/Anthropology Department and the Center for Experiential Learning with the purpose of engaging students in carrying out either all or specific parts of the strategic analysis of Northfield's nonprofit environment. With the help of Nathan Jacobi from St. Olaf's Center for Experiential Learning, and Sociology/Anthropology professor and department chair, Chris Chiappari, the Northfield Area Foundation worked with six students to begin conducting the strategic analysis.

Literature Review

Literature on nonprofit effectiveness in the area of health and human services notes the necessity of local nonprofit organizations in meeting health and human service concerns that are largely unmet by government agencies (Jones 2003: 16; Norris-Tirrell 2010: 374; Kissane 2003: 127). In his article “Capacity Building for NonProfits” Jones believes Human Service organizations should be seen as a core component of a healthy community because they enhance the lives of families and individuals in that community, but the public often sees them as agents for addressing the needs of the unfortunate only when possible and if funds allow (2003: 20). The research of Sirgy, Rahtz, et al. indicates that communities with a high quality of life, and consequently satisfied residents, are those where community members feel their local nonprofit sector is meeting their needs (2000: 284). Despite the importance of the work nonprofits do for their communities, nonprofit organizations are constantly struggling for adequate funding (Kissane 2003: 131; Eschenfelder 2010: 421).

In times of fiscal crisis, the demand for health and human services skyrockets as revenues shrink; therefore communities have recently become more reliant on their local nonprofit sectors than ever before, and nonprofits have been forced to prioritize their limited resources (Eschenfelder 2010: 415; Vaughan 2010: 500). The increased reliance on the nonprofit sector for health and human services stems from changes in governmental policy and the recent economic recession (Jones 2003:23; Kissane 2003:128). People who have never needed nonprofit services before are now in need due to the economic downturn. With decreased funding from private charitable donors, the government, and private foundations, nonprofits must strategize ways to continue to

effectively serve their new and existing clients (Eschenfelder 2010: 417).

For funding to be appropriately targeted, it is essential for funders to learn what nonprofits are most effective (Vaughan). According to Vaughan, on-site interviewing of those benefitting from nonprofit services is a useful way to measure success. Survey beneficiaries ranked certain aspects of nonprofits in importance. The highest were mission, focus and goals, cost efficiency, and leadership and accountability. If a nonprofit can display these things while satisfying those it serves, it should be able to find way to obtain adequate funding (2010: 492).

The method of measuring success that Vaughan outlines can be part of conducting a community needs assessment. Eschenfelder uses Finlayson's definition of community-based needs assessment: "The systematic process of determining what a group of individuals, an organization, or a community requires to achieve some basic standard or improve its current situation" (2010: 421). One of the particular goals of community-based needs assessments is to measure the capacity of existing services to meet identified needs (Eschenfelder 2010: 421).

Community needs assessments provides important understanding and enables effective prioritization of nonprofit resources and community planning (Eschenfelder 2010: 419). Additionally, needs assessments allow a local nonprofit sector and its community stakeholders to better understand existing needs, service gaps, and barriers to accessing services (Norris-Tirrell 2010: 376). Community needs assessments can lay a foundation for successful community fundraising and serve as guides for effective resource reallocation.

Our research consists of a community-based needs assessment of the human

services division of the Northfield nonprofit sector as means to determine if there is a gap between services provided by local human services nonprofits and needs of the community. Additionally, our research aims to determine areas in need of more funding in order to support fundraising efforts and guide funding allocation.

Problem

The purpose of the NAF review is to address a need for a better understanding of the flow of resources in the Northfield nonprofit sector. Though nonprofit leaders and community members can clearly see that the nonprofit sector plays an important role in providing services to the Northfield community, a more thorough and transparent analysis of the sector is essential in determining if a gap exists between services and needs.

For a small town, Northfield contains a large network of nonprofits that play an important role in the social sector. In difficult economic times, organizations must deal with state budget cuts, shrinking grants and endowments, and smaller dollar-amounts in donations. The Northfield Area Foundation sensed the need for increased funding among the Northfield network of nonprofits, yet they lacked specifics about the gap that existed between the needs of the community and the services provided. They hope to make a case to increase their endowment and distribute funds in a way that would benefit the community, but they needed quantitative and qualitative data to provide direction and support for their proposal.

Soliciting the help of six St. Olaf students to work in collaboration with the NAF to study a sample of the influential nonprofits and to interview nonprofit directors

and community leaders. They hope to discover not only the needs of the organizations in terms of hard numbers and percentages, but also hope to discover how the organizations work with each other, how they would like to expand, and how much funding they estimate they would need to reach their goals. With this information, the NAF desires to increase the amount of resources available to these organizations. Through an initial increase in the endowment and through subsequent efficient planning, the nonprofit organizations in Northfield will be able to maintain their level of operations and perhaps even improve and expand in the upcoming years.

Theory

Nonprofits and their function

In the United States, nonprofits are organizations that fall under the 501(c)3 category of the Internal Revenue Code. This often includes cultural organizations, nonprofit hospitals, foundations, and traditional charities. The 501(c)4 category is a related classification that refers to smaller organizations that cannot receive tax-deductible contributions. These often include civic leagues and social welfare organizations. (Dimaggio and Anheier 1990:138)

Creating a comprehensive sociological theory of nonprofit organizations is a difficult task. In “The Sociology of Nonprofit Organizations and Sectors” Dimaggio and Anheier explain: “Developing a sociological theory of NPOs is difficult not just because these sectors are internally diverse, but because the nonprofit label is culturally loaded, often evoking ideological reactions” (1990:153). Examining nonprofits through a sociological lens, however, can help to develop a better understanding of nonprofit

qualities and behavior.

Dimaggio and Anheier raise the question of why nonprofits exist in the first place. By examining the differences between nonprofits and for profit organizations, they delineate a few key points. Sometimes nonprofits arise because citizens desire some kind of good or service that the state does not provide (1990:140). Occasionally, a demand for nonprofits arises because citizens see nonprofits as more likely to use donors' dollars reliably (1990:140). Other times people create nonprofits for status groups or professional organizations (1990:141-142). Nonprofits are often associated with a strong value-rational or religious ideology and reflect institutional factors and state policies (1990:137, 145). This causes variation intra-nationally and cross-nationally in nonprofit entities, and as a result "nonprofitness" has no unitary meaning (1990:137, 144-145)

In the United States, there are often two sides to the nonprofit sector. On one hand, nonprofits can be instruments of the state, which can delegate sensitive issues to the agencies outside of the political realm (Dimaggio and Anheier 1990:152, 153). On the other hand, nonprofits can encourage pluralism and effectively meet citizens' needs (Dimaggio and Anheier 1990:143). People usually describe nonprofit sectors as "sources of diversity of innovation" (Dimaggio and Anheier 1990:153). They are seen as a counterpoint to the state, and as Dimaggio and Anheier describe: "the NPS [Nonprofit sector] is often seen as the locus of values—voluntarism, pluralism, altruism, and participation—that liberals hold dear" (1990:153).

Social-Capital Theory and Subsidy Theory

A greater knowledge of social-capital theory can enrich our understanding of the importance of maintaining a robust nonprofit sector. Social-Capital can be defined as

the “norms, values, networks, reciprocity or trust which are held in a community” and can lead to positive social and economic outcomes (Huber 2009:1). Nonprofit organizations increase social capital by embodying the values of a community and increasing social networks through connecting community members to services and resources that improve their quality of life. Additionally, nonprofits increase the trust and security individuals have in their community by providing a social safety net. By promoting these aspects of social-capital, nonprofit organizations increase the well-being of community members when they are functioning effectively. As mentioned in the Literature Review, communities where members feel their local nonprofit sector is functioning effectively, and therefore increasing social capital, are the communities with a high quality of life and a high level of community satisfaction for residents.

Another theory that could help to illuminate our research is subsidy theory. Brooks explains that subsidy theory provides the most common economic explanation for two of the three core goals of nonprofit organizations (2005: 554). The first of these core goals is to undertake public tasks on behalf of the government. The second is to provide public goods and services for which there is demand but no supply from either the public or for profit sectors. The subsidy theory states that people tend to donate to organizations that are not motivated by profit, thus creating an incentive for nonprofits to exist. This theory is relevant to our research because it indicates that there is hope for the Northfield Area Foundation to raise enough funds through philanthropy to close the suspected gap between the services provided by the Northfield nonprofit sector and the actual needs of the community.

Methods

There are 223 nonprofit organizations operating in Northfield, Minnesota. Given the time frame and limitations of our class it was necessary to narrow this group to 24 nonprofit organizations. The organizations we attempted to include in our study represent various sectors within the Northfield nonprofit community including: arts and culture, economic development, community development, fraternal, education and youth, health and social services, and other (River Bend Nature Center and Northfield Public Schools Community Services Division). Reginaldo Haslett-Marroquin, our contact and colleague at the Northfield Area Foundation, chose the organizations we contacted. All of the organizations we contacted are well established and have been successful in the Northfield community. This is an important distinction considering that some of the organizations included in the 223 are no longer functioning or are not well established. Additionally, Reginaldo Haslett-Marroquin selected 8 prominent community leaders for us to interview.

Initial Contact

To evaluate the Northfield nonprofit sector from the perspective of nonprofit organizations, we contacted 24 Northfield nonprofit directors and 8 community leaders. We received the directors' and leaders' contact information through Reginaldo Haslett-Marroquin, the vice-chair of the Northfield Area Foundation. To make initial contact with our sample, we drafted a letter to send to the directors and community leaders. In the letter we explained the purpose and methods of our project and we requested that the directors and community leaders contact us if they were willing to participate in a phone

interview. Reginaldo Haslett-Marroquin also sent the same letter via e-mail to the directors of each organization and to the prominent community members. We wanted to use both forms of contact in order to increase our chances that people would both receive and read the letter. Although we heard back from a handful of organizations and individuals within a week, we found that we had to call many of the organizations in order to secure an interview. A few of the organizations we called had either not received or not read our initial letter, and we made sure to give them an explanation of our project and re-send the e-mail version of the letter before requesting an interview.

Interviews

A total of 24 interviews were conducted by telephone. Our six-person research group divided into pairs to conduct interviews, and we used the speakerphone feature on our cell phones so that both team members could participate in the conversation. We found that working in pairs proved an effective way of staying on top of the interview questions while also taking detailed notes. Some of the pairs alternated asking the questions; others designated a primary interviewer and primary note-taker. Due to difficulties in scheduling, a single member of the group carried out a few of the interviews. While this sufficed, it was not ideal, and we found that our notes were much more organized and thorough for the interviews we completed in pairs. Interviews with nonprofit directors lasted approximately thirty minutes to an hour and consisted of 17 open-ended questions. When interviewing directors, we asked about the role of their organization in the community, their organization's financial situation, their organization's challenges, and their view of the Northfield nonprofit sector as whole.

At the beginning of the interview, all interviewees were informed of the

purpose of our research project, their ability to refuse to answer any questions, and their right to discontinue the interview at any point. We asked if our interviewees had any questions about the interview or about the project before we began. The interviewees were aware that their interviews were not confidential and that the Northfield Area Foundation would keep the notes from their interviews on file indefinitely. However, we gave the directors and community leaders the option to not have their names connected to their responses.

When some of the financial questions proved difficult to answer without prior notice, some of the pairs sent out a selection of the financial-based questions ahead of time. This resulted in more specific answers. We found that a few of our more hypothetical questions were consistently difficult for nonprofit directors to answer, and we often omitted them.

We also contacted eight prominent community leaders and interviewed the six that responded about their opinions of the Northfield nonprofit sector. Interviews with community leaders lasted approximately 20-30 minutes and consisted of 7 open ended questions. When interviewing community leaders we asked about their personal involvement in the community, their perspective on the needs of the community, and their opinions on the effectiveness of the Northfield nonprofit sector.

Gathering secondary financial data

In order to get a concrete picture of the financial situation of Northfield nonprofits, we looked at the most recent 990 forms for 18 of the nonprofit organizations we interviewed, using a GuideStar account created by the Center for Experiential Learning. According to the GuideStar website, as of May 22nd, 2011, 990 forms are “an

annual reporting return that certain federally tax-exempt organizations must file with the IRS.” They detail an organization’s mission, programs, and finances. We were unable to find reports on all organizations as some were not classified as 501(c)3 nonprofits. We recorded data for each organization’s contributions/grants, project service revenue, total revenue, expenses, and net assets. The NAF plans to organize the data into spreadsheets and charts. This quantitative data will be used to support the qualitative data gathered during the interviews, helping to capture a more comprehensive portrait of the Northfield nonprofit sector. This will help to better inform the redistribution and allocation of resources.

Findings

Arts and Culture

Northfield Arts Guild

The Northfield Arts Guild is just over 50 years old. It was founded by a group of people looking for a place where all art forms could be learned and presented in a community-based center. Their mission is to stimulate artistic activity in the greater Northfield area. The Northfield Arts Guild states on their website, “The Northfield Arts Guild strives to organize, support, and promote the efforts of the community in expressing, developing and appreciating art” (northfieldartsguild.org accessed May 2011).

When interviewing the Northfield Arts Guild, they said they serve around 30,000 people a year. The demographics of the people they serve vary a lot by program. The classes are kindergarten through eighth grade and the gallery/professional artists are

predominantly adults. They serve people of all colors and ethnicities. Ann said in a year they do 60 productions, a festival, and several other events. They're proud of being open to everybody no matter their skill level, which is makes them unique from other art organizations.

The Northfield Arts Guild collaborates with many organizations and individuals including libraries, colleges, individual artists, the historic society, public schools, and businesses. They are happy to collaborate with just about anyone. They have been affiliated with the United Way and the Northfield Area Foundation, who have provided the Northfield Arts Guild with funding in the past. However, their main support has come from the State Arts Board for well over a decade. They also receive funding from membership fees, class registrations, ticket sales, shop sales, and gallery sales. Of all of this funding, roughly 85-90% goes directly into their programs and services.

Funding seems to be the biggest obstacle for the Guild in terms of providing services. They are always fighting to do what they can, and all of the programs could use more money. This year they will have a 20% decrease in funding from the state government. Though, they are managing well with what they have. A significant increase in funding would mean a big restructuring of the organization.

When asked about the Northfield nonprofit sector in general, they said that Northfield has it pretty good. The nonprofits are doing quite well to serve the community, but they are not sure that the city government and taxes are doing enough to support the nonprofits. Despite funding difficulties, they said that the local nonprofits are able to do a lot of work without significant financial support.

Community Development

Rice County Growing Up Healthy

In contrast to many of the other nonprofits we interviewed, Rice County Growing Up Healthy does not provide direct services. Instead it is a coalition of community organizations and neighborhood leaders seeking to improve community connectedness and lay the groundwork for providing better services. Growing Up Healthy has three teams of neighborhood leaders—one in Northfield and two in Faribault—that seek especially to address the needs of the Latino and Somali communities. Between two mobile home communities and outreach events, Growing Up Healthy engages with at least 200 to 300 individuals. With this framework of organization and coordination, they try to bring the grassroots and system perspectives together. (<http://growinguphealthy.org/> accessed May 2011)

Rice County Growing Up Healthy receives 90% of its funding from grants, and right now they are just finishing up their big Blue Cross Blue Shield grant that originally funded their organization. The funding that Growing Up Healthy receives goes primarily toward stipends for community leaders. Leaders receive \$1,500 for the year, and teams receive \$2,000 to help run their events for the year. They are currently entering a transition period, hoping to continue to maintain Growing Up Healthy's efforts and looking toward moving forward with more grants and independent funding/fundraising.

One of the strengths of Rice County Growing Up Healthy is that it's a responsive organization. It tries to make sure that neighborhood leaders know about different resources, focuses on building community, and helps community leaders to push forward with what needs to be done. Its long-term goal is to increase its support for the

teams, ensure training opportunities, and explore expanding to other teams in other communities.

In talking about expansion and the potential for increased funding, Growing Up Healthy emphasized maintaining a sense of responsible growth. Ideally, they would like a steady source of funding instead of a huge lump sum, and they see the need to strike a balance between security and expansion. They also talked about a desire for communication between organizations and their sources of funding; with more conversation organizations and funders could determine what would be most doable and most useful. In this way, Rice County Growing Up Healthy might serve as a model for other organizations seeking to expand in a steady and strong way over time.

Education and Youth

Cannon Valley Girl Scouts

Missi Arens

<http://www.girlscoutsrv.org/>

As described on their website, the Girl Scouts program was first established in Savannah, Georgia, in 1912. Girls across the entire country today now have the opportunity to participate in a program that promotes community involvement and character building. The Minnesota and Wisconsin River Valleys Girl Scouts, with the 8th largest membership in the U.S., serves 44,340 girls and 17,511 adults in 49 counties. This past fiscal year, more than 14,858 active volunteer partners donated 891,480 hours to serve girls as troop leaders, trainers, coaches, and committee

members. The research-based, leadership-development model helps girls discover their interests and identities, connect with others, and learn how to take action to make the world a better place. The Girl Scout mission is “to build girls of courage, confidence, and character who make the world a better place. Through the Girl Scout Leadership Experience, we help girls discover, connect, and take action to positively impact their communities.”

The Minnesota and Wisconsin River Valleys have set a strong course for a future to provide more girls with the life-changing experience of participating in Girl Scouts. Top strategies to achieve this include making Girls Scouts appealing and accessible to a broader base of girls, and providing more services to support volunteers in the communities where they live and work. Girl Scouts has five different service centers from St. Cloud to Southern MN.

We interviewed Missi Arens, the regional Vice President in the central region, though her office is also located in Northfield. 251 girls participated in Girl Scouts in Northfield this past year. It costs approximately \$36,000 a year to provide services for these girls. The total revenue last year consisted of grant money from United Way, contributions from individuals and businesses, and the program service fee, which totaled \$12,736, leaving a deficit of over \$23,000. Revenue sources are stable enough to maintain the program service fee, but United Way allocation may change given on the number of applicants.

Contributions from businesses and individuals really fluctuate on a yearly basis. Last year they received funding from WINGS, but were not funded this year. About 60% of funding goes to the actual program and 35-40% of the budget goes towards

administrative costs including overall operations, computers, power, and gas. Because Girls Scouts is part of a larger organization, some of this deficit is relieved by a general operating budget and cookie sales. Girl Scouts provides financial assistance to any girl unable to provide the program service fee. An additional \$10,000 would help cover financial assistance, facility rental, travel and busing, website, and program supplies. When asked how Girl Scouts prioritizes funding, Missi explained that they evaluate what things that are nice to have as compared to things that are necessary. Available funding always goes to the girls, so when it comes to budget cuts, things like getting new computers or replacing the roof are put on hold.

In areas that could be improved, Missi identified the need for greater access to low-income families and finding creative ways to serve them. With additional resources, Girl Scouts would be able to increase the programs and provide career and financial literacy. College preparation and offering services they have not yet provided would be the Girls Scouts' first goal. Girl Scouts collaborates in a variety of ways with other Northfield organizations, including the YMCA for Healthy Kids Day, Jesse James bike tour, Boy Scouts, Carleton ACT program, TORCH program at the High School, and has reached out to the Primetime program. Girl Scouts performs a lot of community service, and would like to partner more but has not had the opportunity to make that happen.

The pride for Girl Scouts has been how girls thrive in an all-girl environment. Missi is also proud of their college readiness program, supporting girls who lack resources to do so on their own. Girl Scouts also encourages the STEM discipline in academic areas (science, technology, engineering, and math) where girls are not as prevalent.

Northfield Area Family YMCA

Virginia Kaczmarek

<http://northfieldymca.org>

The mission of the Northfield Area YMCA, as stated on their website as of May 22nd, 2001, is to build “strong kids, strong families and a strong community.” Working with partners and organizations in the greater Northfield area, they provide programs and services that enrich Northfield, “building a healthier, more active and more engaged community.”

Established in 1883, the original Northfield Area YMCA served as a gymnasium, library and reading room, located in what is now the Northfield Public Library. However, it closed for unknown reasons around 1900. Under the initiative of the YMCA of the USA and a dedicated team of Northfield community members, the second Northfield area YMCA opened in the spring of 2005. Beginning in a storefront office on Division Street, the YMCA has since expanded, moving into the top floor of the Northfield Armory.

We interviewed Virginia Kaczmarek, the director of the Northfield Area Family YMCA to learn more about the organization and its role in the larger Northfield area nonprofit sector. We asked Virginia to briefly describe the purpose and goals of the YMCA, as well as the primary demographics they serve. She responded that the YMCA is a national public charity, which offers programs and services to support kids, families and the larger community. Last year alone they reached out to approximately 7,000 people in Rice County. Though they offer programming and services to any age and background, their primary demographic includes adults between the ages of 25 and 45 who have young children.

Valuing its role as a community public charity, the YMCA strives to secure the majority of its funding through community donations, local grants, and membership fees. Between 10% and 15% of its funding comes from annual donations from individuals and business in the community, while approximately 2% comes from local grants. The majority of the funding goes to program costs, with roughly 8% covering administration costs. In the past, the YMCA has applied for local grants from WINGS, the Northfield Area Foundation, Grace Whitaker Foundation, and the Northfield United Way. Annual donations and grant funds help to ensure the YMCA does not need to turn down clients because of their financial hardship. However, they believe that everyone should be required to pay a minimal fee for programs and services, even if it is only \$1 or \$2 so as to make the programs more valuable to the individual. Thus far their funding sources have been stable and reliable. They have grown 400% in the past three years, with over 32 programming locations in Northfield and approximately 60 employees.

The Northfield Area Family YMCA allocates the majority of its time and resources to youth development and health and wellness programs. The youth development program is two-fold; it is dedicated to encouraging youth to engage in physical activities, while also offering emotional support through friendship and mentoring programs. They design their youth programs to meet the “40 Building Blocks for Healthy Youth,” which outlines a system of assets addressing themes such as character development, physical activity, and leadership skills. Many of their health programs seek to provide non-competitive opportunities for youth to develop their skills and develop lifelong active habits. Virginia expressed that there are a lot of opportunities for elementary and high school aged youth, but limited opportunities for middle school

youth to participate in leadership opportunities and physical activity. She attributed the lack of programming to insufficient funding and difficulty ensuring a substantial turnout. Additionally, Virginia expressed a desire to increase collaboration with Laura Baker Services to increase the number of opportunities for individuals with disabilities to participate in larger community activities.

Virginia believes collaboration is essential to the success of the Northfield nonprofit sector. She describes Northfield as being a “very philanthropic community,” however many organizations work independently. She believes that the community as a whole would reduce expenses and costs if more nonprofits worked together and collaborated, and she advocates for pooling resources to create something more meaningful and substantial for the whole community. Offering examples of successful collaboration, Virginia describes how the YMCA collaborated with Blue Cross Blue Shield and Rice County day care providers to provide more opportunities for youth to engage in physical activity. The Northfield Area Family YMCA is currently partnering with over 35 local organization, the main partnerships being, Northfield Senior Center, Laura Baker Services, Artech Charter Schools, and Rice County Public Health, but plans to continue making connections and partnerships in the future.

Northfield Public Schools Community Services Division

Source: <http://nfld.k12.mn.us>

As stated on their website, the Community Services Division is a division of the Northfield Public School District and focuses on lifelong learning, recreation and

community involvement, for all members of the community. The school district is committed to public education and life long learning for a diverse population. Programs offered by the Community Services Division include adult basic education, early childhood programs, mentoring programs, drivers education, youth and adult enrichment, programming for adults and youth with developmental disabilities, youth and adult recreation programs, educationally enriched childcare, and youth development programs (<http://nfld.k12.mn.us> accessed May 2011).

To get a more intimate portrait of the Community Services Division we interviewed director Hannah Puczko. Hannah added a few goals to the official mission of the community services division including: access to community resources and facilities, fostering civic engagement and facilitating community collaboration for all community members.

The Community Services Division serves all people who live within the boundaries of the Northfield Public School District. 29,000 people per year go through community service's "turnstile," however this number include people who are counted more than once as many people participate in more than one of the organization's programs. Community Services serves all genders, ages (infant-senior citizen), and ethnicities in the community.

The Community Services Division has a variety of funding sources and funding varies by program. Money from local taxes, aid taxes, and entitlements make up 35% of their budget or \$608,659. User fees for programs make up 47% of the budget or \$831,600. Funds from the city of Northfield make up 6% of the budget or \$188,000. The program costs to have a slot in the Community Services program schedule make up 1%

of the budget or \$17,000. Co-sponsorships make up less than 1% of the budget or \$500-\$1000. About 5% of Community Service's funding goes to administrative costs, and the rest goes to its programs.

The top program in terms of spending is the after school childcare program. Disregarding cost, early childhood education, youth programs and adult enrichment/education/disability programs are respectively the top three categories of programs. Funding for programs has complex restrictions regarding allocation. There are legal restrictions about where tax money can go and some funding is program specific.

All of Community Service's programs are in need of more funding. The organization was hit severely by the economic downturn. It is an organization policy not to turn anyone away seeking their services and as a result of the economy, requests for scholarships have greatly increased, but there aren't enough funds to meet the requests. Hannah couldn't give us a number when we asked what the ideal increase in funding for community services would be, though, any more funding would be greatly appreciated. Similarly, the question about what would be done if the budget increased by 50% overnight seemed ridiculous to her given how desperate her organization is for funding. Understandably, it would make sense that all of her energy would be spent trying to make the money that exists stretch rather than dreaming up uses for money that doesn't exist.

The biggest obstacle for the Community Services Division in providing their services is funding. Funding for the Community Services Division has always been unstable and the organization is always dealing with "scars of losing funding." Hannah told us that the Community Services Division has had to defend youth funding more than once. She also mentioned that applying for grants in a bad economy is especially difficult

because there is more competition for them. Community Services has found itself competing for grants with organizations with which it would normally collaborate. State funding hasn't increased since 1989 and was reduced in 2000. The greatest need for funding is for out of school programs (before and after school programs), school readiness programs, and English as a second language programs. Hannah was confident that all of the necessary programs are in place, but more funding is required to have enough staff to serve all people who would benefit from the existing programs.

There are other obstacles to providing services besides funding. One of the biggest is transportation. While the right programs are in place, Hannah adequate transportation would increase accessibility. Addressing the problem of transportation is something the Community Services Division would like to be able to do. Many of the target audiences of Community Services programs "are in survival mode" and don't have the time or resources to take advantage of programs and services that could greatly benefit them. Attempts have been made to accommodate working people by offering programs over lunch hours, however, many people have to leave the community for work and are unable to return for lunchtime programming. Raising program awareness is also a barrier to successfully serving the community. Despite efforts to publicize, reaching their target audience is difficult and Community Services relies heavily on referrals for those really in need of their services.

In addition to outlining the obstacles of the Community Services Division, Hannah also shared with us some strengths of her organization. She noted that people in the Community Services have a shared philosophy of community education. For them, it isn't about getting huge numbers of people or getting huge funds, it's about building a

bond with the community. She's proud that her organization values being responsive, flexible, and committed to the needs of the community. She also highlighted the willingness of the Community Services Division to bring others to the table when deciding what to do about an issue and mentioned that the Community Services Division collaborates with so many other local nonprofits that she was unable to list them all. Community Services also works for the school district and watches out for the community, prevents kids from being home alone after school, and helps kids to be more successful in school because of their out of school programs and school readiness programs.

Hannah believes that the Northfield nonprofit sector has the ability to meet the needs of Northfield residents. She notes that the Northfield nonprofit sector is rich in resources that are not monetary such as expertise and collaboration. She thinks the Northfield nonprofit sector needs to work harder to play off its strengths and spend more time discussing its assets instead of its problems. She believes change in the sector is going to come from the grass roots level. Through collaboration and assessing resource distribution, the nonprofit sector could become more remarkable.

Fraternal

Northfield Rotary Club

Source: <http://northfieldrotary.org/>

According to their website, The Rotary Club of Northfield was established in 1925. It is one of the older clubs in the area, and one of the largest with 130 members. To learn more about the Rotary Club, we interviewed its president, Chris Weber. The Rotary

Club is a service organization with the overriding motto, “service above self.” This club shares the goals of their parent organization, Rotary International. Their main avenues of service are: international service, group study exchange, youth exchange, international service projects, club service (meetings, fellowship) and community service which includes fundraising and service projects, youth leadership, and partnering with an organization in town.

The Rotary Club collaborates with several organizations in Northfield, including the Key, the city, Northfield High School, Mill Town Trail, and other Rotary Clubs in the district. Due to this variety in partners, the Rotary Club serves a wide demographic, but the youth is a big focus. They also work on larger projects for the whole community, like the soccer pavilion and the bike trail. Clearly, the Northfield Rotary Club services an array of projects. One of their largest current projects is the bike tour (Mill Town Trail). The Key has also been a long-term project in that they have been helping the Key for a while, but once it gets on its feet, the Rotary Club will step back. The youth exchange program is also very prevalent for the Rotary Club. They have a big emphasis on sending youth abroad and receiving foreign exchange students.

The Rotary club receives about half of its total income from dues from members. External fundraising makes up 30-40% of income, and 10% of income comes from internal fundraising. For international projects, Rotary International matches funds raised locally, but there are restrictions for what Rotary International funding can be used for.

Although 40% of total dues (from Rotary Club members) go to administrative costs, 100% of fundraising goes to projects/programs and 80% of that is spent locally. There are committees within the club that represent each project and decide what money

gets spent where based on their specific budget. There is an equal budget for local projects and international projects. Chris expressed confidence in the stability of their current sources of revenue. He said that fundraisers depend a lot on weather, but that they're able to work around some weather conditions. One of the biggest obstacles to the club is getting people to volunteer or donate of their own free will. They want people to want to get involved and need more human capital. Getting more help with fundraising is one of their biggest concerns.

Chris said that given the resources, he'd like to see more money spent on local Pre-Kindergarten literacy. He would like to get a booker (portable library) back in service, but a barrier is that the Rotary Club doesn't like to spend money on operating expenses because it isn't sustainable. Nevertheless, lots of people in the club are interested in literacy. The Rotary Club would also like to do more international projects and help locally with other clubs as a way of giving back.

We asked Chris what he was most proud of and what has been successful for the Rotary Club. He said he is proud of the youth exchange program because it touches a lot of people, it's been really successful, and it really caught on in Northfield. He also said he is proud of the bike tour, because it keeps growing and it is really fun. Chris believes that overall the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents, in comparison to other communities. There are a lot of sources for fundraising in Northfield and people are doing things because they genuinely care.

Grantmakers and Foundations

Northfield Area Foundation

<http://northfieldareafoundation.org/>

As described on their the Northfield Area Foundation's website, the NAF was founded in 1993. It is "a community endowment created to received, and disburse resources for the benefit of the greater Northfield community." The endowment is a compilation of donations from individuals, families, businesses, and charitable organizations. The Minnesota Community Foundation manages the yearly earnings. The Northfield Area Foundation administers the funds allocated to Northfield, distributing the funds based on needs they identify in the community.

In an interview with a board member, they described that the NAF works to encourage and improve charitable giving and outreach in the Northfield community. Since 2001, approximately \$150,000 in grant funds have been awarded to help fund nonprofit organizations and community beautification in Northfield. The NAF has helped finance a variety of community initiatives including working with the elementary school to build a composting bin, helping to fund the Northfield soccer park, purchase new playground equipment for Laura Baker School, finance the Community Action Center's weekly Thursday's Table and purchase flowers to decorate downtown. The allocation of money is based on the quality and substance of the proposals, taking into consideration initiatives that will have a long-term impact.

When speaking to their funding, they always have more requests then they are able to meet. Last year alone they had \$40,000 in funds, but a request for \$70,000. This data suggests that they need a \$50,000 increase in assets.

Northfield Healthy Community Initiative - Zach Pruitt

<http://northfieldhci.org/about/>

As stated on their website, the mission of Northfield Healthy Community Initiative (HCI) is “[t]o foster a collaborative environment in Northfield that empowers youth, strengthens families, and builds community.” HCI was founded in 1992 by a team of local healthcare professionals, upon learning about new approaches to healthcare at a national conference. HCI’s philosophy stems from 40 building blocks that the Search Institute has identified as essential to youth development; these range from leadership skills to community outreach (“About HCI”). Research suggests that “young people who have more of these assets in their lives have a greater likelihood of growing up healthy and are less likely to engage in risky behavior such as drug use and violence” (“About HCI” 1). Committed to ensuring Northfield’s youth have as many of these assets as possible, HCI collaborates with the community—including leaders, youth, parents and school personnel—to organize and fund youth development and community-building activities in Northfield (“About HCI”).

We interviewed Zach Pruitt, the director of the Northfield Health Community Initiative, to learn more about the organization and its role in the larger Northfield area nonprofit sector.

Deeply committed to fostering community collaboration, Zach described HCI as a youth coalition that works to build and facilitate collaboration within the community, identify gaps in services and resources, and work with community partners to develop sustainable solutions. HCI is run by a board of directors that includes 16 adults and 4 high school students, representative of a large cross-section of the community. HCI aims

to affect change on a systemic level, focusing on programming that positively impacts youth, involves collaboration, and benefits more than one agency. While the organization works with youth of all ages and racial backgrounds, a significant portion of its programming targets racial minorities, low-income, and ESL youth. HCI helped with the launch of – and continues to support – TORCH, a program Zach thinks has been enormously successfully in making college a reality for minority, low-income, and first generation college students. TORCH has reached over 275 students each year and is well respected at the state level. Additionally, HCI works with the PRIMETIME collaborative to run afterschool programming, and with 50-60 other local organizations of varying sizes. Zach described how HCI works to decrease unnecessary duplication and create a very intentional nonprofit sector, where every nonprofit fills an important niche.

HCI has an approximate annual budget of \$200,000. Half of its funding comes from a 10 year federal grant, a grant it is unable to reapply for due to funding caps. HCI is currently entering its 10th year, and the organization is trying to identify and secure alternative funding for the future. Additionally, HCI receives financial assistance from local entities. This past year, it received \$15,000 from the Northfield Hospital, \$8,000 from Northfield Public Schools Community Services Division, \$19,000 from United Way, \$28,500 from the Rice County Family Services Collaborative, \$3,000 from advertisement revenue, and \$3,000-\$5,000 from contracted services. Although some additional funding comes from individual donations, HCI does not actively pursue donations. Over the last 8 years, HCI has brought in \$4 million from outside state and grant funding to help develop their initiatives and reduce competition for funding within the Northfield nonprofit sector. From their budget, 10%-12% goes to administrative

costs, leaving 88%-90% for programming fees.

With the reduction in state and federal funding, HCI fears programming will need to be reduced in the near future. They have been impacted by the tightening of local funding, specifically a reduction in financial support from United Way. Additionally, Zach commented on the reduction in donations. During the first year of the economic slump, individual donors dug deeper, but as the poor economy persists, individuals and businesses are losing their reserves. Ideally, HCI would like to expand all of its programs, specifically TORCH, as financing college is becoming increasingly more difficult. However, given the current economic climate, HCI is focusing on staying financially stable.

In reflecting on the overall landscape of the Northfield nonprofit sector, Zach was impressed and inspired by the level of dedication to directly impacting the community. He was proud of Northfield's ability to increase the number of high school graduates and the level of youth engagement in the community.

Northfield Area United Way

Betsy Spethmann

<http://northfieldareaunitedway.typepad.com/>

As described on their website, the Northfield Area United Way is a granting nonprofit that helps nearly 40 local groups aiming to ensure a strong, healthy, and vibrant Northfield community. United Way is independent and locally administered by community volunteers. United Way is involved in many aspects of the community and in an excellent position to serve as a collaborator. It works to bring people and

organizations together for mutual benefit. Through an interview process, organizations apply for funding, and United Way reviews their programs and financial practices. A board of directors comprised of 9-12 members from across the community determines the allocation of money.

United Way will be collaborating with the Northfield Hospital birthing center, local pediatricians, Northfield Early Childhood Initiative Coalition, the public library, and the Booker. United Way has already supported The Community Action Center, IRIS, American Red Cross, Ruth's House, Hope Center, Three Rivers Transitional Housing, Summer Ventures, Bridges to Kindergarten, Girl Scouting, NFLD Union of Youth, Project Friendship Mentoring, Big Brothers/Big Sisters, Family School, Project SIGHT, Healthy Community Initiative, Youth Sports Collaborative, SEMCAC Senior Dining, Loving Hands, NFLD Youth Choir, Health Finders, EPIC, Special Olympics, Project ABLE, and Rice County Dispute Resolution.

In an interview with Executive Director Betsy Spethmann, we asked her to describe United Way's primary focus in her own words. She said: "United Way is a fundraising and grant making organization that helps raise funds across the community to help address the most important needs in the community." United Way offers grants to 35 different nonprofit programs. Nonprofits must go through an initial review process, and then present to a panel. So far, everyone who has presented to the panel has received funding. Occasionally the United Way will fund multiple programs within one organization; for example, the Community Action Center receives grants for four different programs. Betsy said the programs that United Way funds serve 92% of households in the Northfield area. With very little direct programming, administrative

costs generally consume 8%-10%. United Way does not invest in an endowment; funding comes primarily from an annual campaign. The Northfield Area United Way holds a fundraising event each fall and a grant application process every spring.

We asked Betsy how United Way allocates to grant applicants. She explained United Way has five main areas of focus. In 2009, United Way allocated grant money in the following way: \$169,000 to helping people in crisis, \$138,500 to serving children and youth, \$63,000 to promoting health and well-being, \$22,700 to helping people with disabilities, and \$28,000 to strengthening the community. United Way sees the fact that several programs also receive funding from other grants on a local or federal level as a sign of strength. Betsy also identified one program, Imagination Library, that United Way funds completely. Imagination Liberty is a literacy program for children 0-5 years old. As costs have gone up, Betsy says Imagination Liberty is in the process of considering other sources of funding. She commented: “We [Imagination Liberty] want to apply for other grants, without competing with the organizations we [the United Way] are providing grants to.”

United Way collaborates with all of the organizations it helps fund. It would also like to support those organizations in other ways and help increase the visibility of their programs. Betsy says she has been very impressed with the Community Action Center and with programs run through the school such as Bridges to Kindergarten, Healthy Community Initiative, Summer PLUS, and the TORCH program. She also believes Health Finders has an excellent growth plan.

When asked about what the United Way would like to do if it were to expand funding, Betsy identified a need to better address homelessness of young adults between

the ages of 18 and 25. Additionally, the United Way would like to use funds to help increase school readiness, making an effort to ensure preschoolers have access to the resources they need to prepare for kindergarten and first grade. Lastly, the United Way sees a need for improving drug counseling and early intervention. United Way would like to fund these kinds of efforts more robustly than they have been able to in the past.

In assessing the Northfield community, Betsy saw a deficiency in support for homeless young adults. She believed that Northfield needs to provide opportunities for all kinds of youth, including ESL and Latino. Furthermore, she said the nonprofit sector could do a better job providing services for people with disabilities, especially summer programs and summer camp opportunities for kids with disabilities. She saw integrating people with disabilities into the community as essential. Additionally, she expressed the need for services for seniors living in their homes or senior who are not mobile. She believed Northfield does a good job assisting healthy, mobile, and independent seniors but more attention needs to be given to seniors who are not mobile or who have the financial means to get out into the community.

Women in Northfield Giving Support (WINGS)

Rachel Matney

<http://www.wings-mn.org/>

As stated on their website, Women in Northfield Giving Support (WINGS) was founded in 2000 to educate and expand the number of women in philanthropy, build and strengthen community through pooled investments, and improve the lives of women and children in the Northfield area through focused giving. WINGS offers grants to nonprofit

organizations and programs supporting educational, physical, emotional, social, and artistic endeavors that encourage women and children of all cultures, nationalities, races, sexual orientation, and abilities to reach their full potential. In honor of their 10-year anniversary, WINGS estimated that they had touched the lives of over 10,000 people. Since its founding, WINGS has granted over \$440,000 to area nonprofits.

WINGS has developed certain criteria for applicants to be eligible to receive funding. Applicants must be affiliated with a registered 501(c)3 organization. Projects funded must benefit residents of the Northfield School District. Also, both the applicant organization and the project funded must comply with current legal requirements forbidding discrimination on account of age, race, religion, gender, sexual orientation, disability, or national origin. Finally, grants will not be awarded for endowment campaigns, major capital campaigns, debt reduction, lobbying, or sectarian purposes or programs.

WINGS allocated grants of between \$500 to \$6,000 to 26 organizations this past year including the Northfield Arts Guild, Growing Up Healthy, Northfield Youth Choir, YMCA, Healthy Community Initiative/ Northfield High School Service Learning Program, Northfield Public Schools, Healthy Community Initiative, Northfield Middle School, St. Dominic School, Girl Scouts, Northfield Middle School, Northfield Public Schools Community Services Division, Dakota Prairie Adult Basic Education, Dakota County 4-H, Hope Center, Community Action Center, Girls on the Run, Project Able, Project Sight, Habitat for Humanity, and Ruth's House of Hope. In total, these grants amounted to about \$54,000.

All of WINGS funding comes from outside donations and the contributions from their 325 members. Less than 10% of funds go toward administrative costs. Of the 40 grant applicants this year, 26 applicants were able to receive some grant funding. Although the economy has caused problems for most nonprofits relying on donations, WINGS has been fortunate enough to grow 5-10% per year. According to WINGS President, Rachel Matney, if the organization had additional funds to allocate it would most likely fund some organizations more fully and then fund about 5 more organizations. Rachel reported that WINGS is not able to fully fund all programs and that there are present needs for housing, clothing, shelter, and youth scholarship. She highlighted that there are still over 25% of students who need help paying for lunches. When asked her thoughts on the Northfield nonprofit sector, she said that there are definitely gaps in Northfield. For example, Northfield is not able to provide enough short-term housing. In fact, Carleton students analyzed the housing needs and resources last year, and the community continues to look for ways to fill the gaps. Rachel believes it is also important to ensure that all Northfield students receive a good education and that health care is accessible and affordable for all residents. Lastly, Rachel identified a need for more transparency about the gaps in services and resources that exist in the Northfield community.

Health and Well-being/Senior Services

Community Action Center

Jim Blaha

<http://communityactioncenter.org>

The Mission of the Northfield Community Action Center is “to promote a healthy, caring and just community for all people through resources, advocacy and volunteer effort” (CAC website: 2011). The practical goals of the CAC are to meet the basic needs of Northfield residents.

The CAC was founded in 1969 by a group of community leaders. The original task of the CAC was to help Northfield residents in emergency situations in an attempt to close the gaps in county social service programs. The CAC became an umbrella organization for the programs of other philanthropic groups in Northfield such as the clothes closet run by Church Women United, Operation Santa Claus run by Teen Corps, and services for senior citizens organized by Community Education and Recreation and Trinity Lutheran Church. The CAC represents a history of community nonprofit collaboration in its very existence and continues to collaborate with other Northfield and Rice County nonprofits, government agencies, and two private dental practices. These organizations include: Three Rivers Community Action Center, The Northfield Senior Center, Healthy Community Initiative, Northfield Youth Sports Collaborative, City of Northfield, Northfield School District Community Services Division, Rice County Social Services, Rice County Public Health Nursing, Ronald McDonald Care Mobile, Rice County Family Services Collaborative, Growing Up Healthy, Northfield Area Interfaith Association, Salvation Army, Carleton Acting in the Community Together (ACT) Office, St. Olaf Social Work and Family Studies Department, St. Olaf Civic Engagement and Service Learning Program, Rural Enterprise Center, LINK Center, HealthFinders, Rice County Community Corrections, St. Vincent de Paul Charitable Services Center,

Professional Drive Dental, Heritage Dental, 5th Bridge, Ruth's House, and the HOPE Center.

The CAC has programs that address issues of hunger, financial instability, transportation, housing, clothing, and unemployment. The CAC also offers scholarships enabling kids to participate in enrichment activities, provides school supplies for children in need, offers temporary counseling and referrals, and provides transportation assistance.

In attempt to learn more about the CAC and its role in the Northfield nonprofit sector we interviewed its director, Jim Blaha.

We asked Jim to briefly describe the purpose and goals of the CAC. He highlighted the fact that the CAC has grown with Northfield and has witnessed and attempted to accommodate the community's changing needs. The CAC has also branched out from providing basic needs services to supporting and providing health services. For example, the CAC was the organization responsible for getting HealthFinders, a free clinic for people without insurance, off the ground. The CAC has also brought free dental care to uninsured Northfield minors through partnering with the Ronald McDonald Care Mobile. One of the strengths of the CAC as an organization is its ability to adapt to the changing and growing needs of Northfield residents.

The CAC truly serves the Northfield community as a whole, including people of all ages, genders, and ethnicities. The principle age group it serves tends to be between the ages of 20 and 45, since people in this age group are often heads of households and the most economically challenged. Most of its clients are families with children; families with children using CAC housing services make up about half of its clientele. Senior citizens also make up a significant portion of the CAC's clientele—about 20% of food

shelf use. While CAC serves a diverse array of immigrants including Russians, Poles, Ukrainians, Vietnamese, Filipinos, Cambodians, Somalis, and Egyptians, 35%-40% of the CAC's caseload is Latino and Mexican. The CAC served 1, 059 households in 2010 and seeks to provide services to all who seek them. The CAC does limit its services, however, to people who live within the Northfield School District.

We also asked Jim about the CAC's financial situation. He said that basic needs services (clothing, food, etc.) have gotten full funding so far, but there is some worry that those costs will not be completely covered by donations this year because of the economic downturn. There is concern that the CAC will encounter "donor fatigue" despite its effort to acquire enough donations to generate the revenue needed to operate. Jim predicts that donations might "stall a bit" in 2011.

The CAC is funded in large part through charitable donations of community members and raises about \$430,000 through personal solicitation and mailed appeals. 46% of its funding comes from donations, 32% from grants, and less than 1% from endowments. The clothes closet, a thrift store the CAC operates, generates some income for the organization but most of this goes to the closet's operating costs. The CAC also receives rent from the 6 units of permanent supportive housing it runs. 89% of the CAC's budget goes to its programs, 6.5% goes to management, and less than 1% goes to fundraising. The rest (a small amount) goes to the clothes closet and housing. The CAC adjusts funding for different programs according to the needs of clients and the demand for services.

Ideally the CAC would like to have about \$500,000 added to its budget, although Jim made it clear that any amount would be helpful. \$500,000 would make it possible to

start an employment program, enrich housing services, and “take some of the load off of emergency assistance.” A budget increase of this size would allow the CAC to rest “easier about making tough decisions.” When asked what the CAC would do if their budget increased by 50% overnight, Jim said it would not try to start new programs, but instead would start serving its current clients better. It would be able to be “less stingy in the stewardship line and get more food into people’s hands.” It would also pay the staff a wage that more accurately reflects their extremely hard work.

The top three programs run by the CAC are the food programs (a free community meal called Thursday’s Table and the food shelf), emergency assistance programs (loans/grants for rent, utility costs, scholarships, clothing, car repairs, etc) and housing (transitional housing, shelters, and permanent supportive housing. Housing is the most expensive of these programs and is in need of more funding. Clients seeking housing are turned away when there is no vacancy or when the CAC does not have funds to pay for a motel. Emergency assistance programs are also hurting for money, especially in the area of transportation (a huge need for community members due to rising gas prices) and for emergency assistance (especially rent assistance and energy assistance grants). It is important to note in the case of grants for rent, the CAC will only offer the assistance if the situation is stable; they will not offer the grant if paying rent will be a continuous problem for the client. Fortunately, the food programs are adequately funded despite a tripling demand for the food shelf since 2000. While the food programs are not the top programs in terms of expense, they are some of the most visible and tangible programs.

One of the biggest challenges for the CAC is finding ways to help clients increase their incomes and work toward economic independence. The economic condition of its

clients carry is one of the biggest obstacles to providing services that make a lasting impact. Jim said the CAC is “always patching gaps and filling holes,” and they would like to be able to increase the wealth of their clients rather than providing them with a grant or loan. One way they are trying to do this is by exploring the niche of employment programs. Right now the CAC is collaborating with south central college to provide free nursing training to interested clients. In addition to helping Northfield residents with employment, the CAC sees healthcare, affordable housing, education, and transportation as important needs in the community that it would like to address more fully.

When the CAC is unable to provide a service to a client, it will always make a referral to one of its many connections. A particular challenge in making referrals and connecting clients to government programs is the issue of immigration. Although the services provided by the CAC make no distinctions based on citizenship/immigration status, undocumented immigrants cannot receive government services.

The CAC is aware of its challenges but also takes pride in its success. Jim highlighted doing “significant work in feeding and housing people,” creating a “great model for permanent supportive housing,” establishing a dental access program for kids, and being the largest volunteer program in town (1,919 volunteers). The CAC is proud of its success in touching the lives of many community members and “engaging lots of professionals to come forward” in service to the community. The CAC’s extensive collaboration with other organizations is a huge asset to their organization, the nonprofit sector, and the community as whole.

Jim also expressed pride and faith in the ability of the Northfield nonprofit sector to meet the needs of the Northfield community and successfully take on the challenges of

the future. He described the Northfield nonprofit sector as having a “very innovative and creative patch of people who are dedicated and committed to their work.” He also noted that the nonprofit sector has the support of the community as a whole. A suggestion Jim had for increasing the effectiveness of the Northfield nonprofit sector was to create a community foundation that would act as back-up safety net for local nonprofits.

HealthFinders Collaborative Inc.

Charlie Mandile

<http://www.healthfindersmn.org/>

We spoke with Charlie Mandile of HealthFinders Collaborative Inc. to learn more about their efforts to provide healthcare for low-income residents of Rice County.

HealthFinders focuses primarily on providing direct healthcare services to individuals, primary medical care, and patient advocacy. (<http://www.healthfindersmn.org/> accessed on 22 May 2011)

Other goals of the clinic include reducing unnecessary trips to the emergency room and serving as an access point for groups excluded from the healthcare system. The collaborative consists of a system of direct services, a retirement clinic, volunteer nurses, interpreters, medication, and a chronic disease program. Last year, HealthFinders Collaborative serve over 700 patients county-wide through the primary care clinic and advocacy programs, targeting primarily low-income, under-insured families. In terms of demographics, men and women are represented fairly equally, and the age range is between 18-60, with 20% of clients under the age of 18. 60% of clients are Latino and 10% are Somali. HealthFinders’ annual fund makes up 25% of the overall budget, while 75%

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comes from grants and incentives. 44% of the net income of HealthFinders comes from in-kind wages and services.

HealthFinders' top three programs are primary care services, medical assistance, and their chronic disease program. 75% of HealthFinders' costs involve programming, while 25% are related to administrative costs. A good volunteer base, something Healthfinders relies on heavily, helps lower administrative costs.

Mandile listed prescription medication as HealthFinders' most expensive cost. Subsequent costs include the chronic disease programming (which includes prevention and promotion efforts as much as treatment) and the primary care clinic, which is the core of HealthFinders' programming.

Mandile also mentioned that there was still demand to be met in Northfield, as evidenced by the clinic's long waiting lists for the chronic disease program. Furthermore, HealthFinders must turn many clients away due to lack of resources. For dental care, Mandile explained that people are turned down daily, and that for diabetes treatment and prevention, there are between 5-10 people on the wait list. In order to reduce these wait lists, it is necessary to increase administrative time and operating support. At present, individuals such as the clinical coordinator devote a good deal of time to scheduling things like labs and follow-ups.

Mandile also mentioned a need for greater funding for patient advocacy services, as many individuals, particularly those who are newly uninsured, need help navigating the public assistance system.

In terms of tangible ways to improve or expand to meet needs in Northfield, Mandile mentioned a desire to expand clinical hours and turn attention to adult mental

health care and dental care.

When discussing the stability of HealthFinders' financial situation, Mandile mentioned how stability is always a concern for nonprofits. He discussed working on the development and planning process, and he expressed a desire to look beyond one-year increments, especially since the organization is now in its seventh year. Mandile mentioned that the next step is to start looking at 3- and 5-year investment and planning programs and to bulk up the annual fund. Mandile also mentioned forming new relationships with foundations and grant sources, and diversifying funding sources.

HOPE Center

Erica Staab

<http://www.hopectr.org/>

We interviewed Director Erica Staab about the current goals and future ambitions for the HOPE Center, an organization located in Faribault. The mission of the HOPE Center is to end domestic and sexual violence within Rice County.

(<http://www.hopectr.org/> accessed May 2011)

The majority of the HOPE Center's funding comes from the Minnesota Office of Justice Programs (OJP). Federal dollars come to the HOPE Center via the Violence Against Women Act (VALLA). The HOPE Center also receives funding from the Faribault and Northfield United Way, the Northfield Area Foundation, and WINGS.

The HOPE Center focuses their efforts on domestic abuse and sexual assault programs. These programs involve maintaining a 24-hr safe line for clients to call as well as accepting walk-in clients and appointments. Services offered include safety planning

and looking at various options for clients, as well as helping clients navigate through the legal process and navigate other difficult systems. Another top program involves coordinating community engagement presentations.

The majority of the HOPE Center's funding goes toward programming. 38% of costs are administrative, but this includes a large portion of the director's salary as well as the salary for the financial coordinator. The biggest cost to the HOPE Center is maintaining staff, particularly due to the necessity of a staff that is trained and cross-trained in different areas.

Erica said that a year ago she would have considered the HOPE Center to be financially stable, but changes in their situation have occurred since then. The HOPE Center anticipates 17% cut from the state legislature, and while more individuals are giving to the Center, they are giving less due to the economy and tough financial times. Erica also mentioned that greater cuts mean fewer collaborations; this would be detrimental to amount of collaboration the organization already pursues with groups such as Growing Up Healthy, Healthy Community Initiative, and United for Kids. Current collaboration includes sharing resources; for example, the HOPE Center will often give presentations for these organizations, and these groups often refer individuals to the HOPE Center for services.

Erica informed us that the HOPE Center coordinated a child resiliency program in the past that focused on working with both the mother and child/children of families who suffered abuse. Erica discussed an interest in re-instating this program. Doing so would require additional funding for the program itself and the staff to run it. Erica also discussed the HOPE Center's desire to establish a physical location in Northfield. The

Center is currently located in Faribault, and Erica believes that a Northfield location would encourage more people to use its services. Erica mentioned that a few agencies have already even offered space—the current obstacle is acquiring the resources to hire another trained staff member to manage the Northfield location.

Erica mentioned a desire to further develop programs for prevention and education in local schools. These programs would specifically address issues of bullying and also educate youth about establishing healthy relationships. Another matter Erica discussed was promoting a better understanding within the community of the HOPE Center's mission. This means publicizing all across Rice County that the Center's services are free and confidential—key aspects that encourage individuals to use these specific services. She also talked about the difficulty, both financially and structurally, of changing the perception of the HOPE Center's mission and services, particularly in a way that is accessible to the marginalized communities in Northfield.

Erica also discussed her thoughts on collaboration within the local nonprofit community. She mentioned how the programming and infrastructure in the sector is already there and well-established; the next step is to "beef up" the resources. Overall, Erica communicated an optimistic outlook regarding the state of the nonprofit sector.

Laura Baker Services

Sandi Gerdes

<http://www.laurabaker.org/>

We interviewed Director Sandi Gerdes of Laura Baker Services to gain a better understanding of the organization's mission and involvement in the community. The

mission of Laura Baker Services is to support the choices and dreams of people with disabilities and to help them reach their goals. Sandi discussed that this involves providing basic support with a full spectrum of services (ranging from only a few hours of service to regular 24hour service) and settings (both family homes and care homes), community education, and family support services. Laura Baker serves about 68-75 individuals in a year. The primary demographic of individuals who seek out Laura Baker Services consists of individuals of a range of ages with developmental disabilities, most of whom are Caucasian, with some African Americans. (<http://www.laurabaker.org/> accessed May 2011)

Laura Baker serves about 30 people through community services and another 30 people through the Oak Street services (living facilities and school). The music therapy program serves 8-15 people.

When we asked Sandi what programs Laura Baker Services is interested in expanding, she mentioned the possibility of offering greater family services. These services are not directly provided to individuals. Furthermore, it is often difficult for family members to independently organize funding for these services.

One unique thing that Sandi mentioned was the notion that nonprofit organizations also wish to be "employers of choice." It seems to be almost an expectation that individuals who work for nonprofits are guaranteed low pay despite the fact that these individuals perform services that are necessary to the community. Sandi mentioned the necessity of being a competitive option for prospective and current employees.

A need in the community that Sandi felt should be addressed was community education and outreach. Laura Baker Services would like to further the community's

understanding of ability/disability and the barriers society has created for those who are disabled. In order to encourage such understanding, Sandi mentioned it would be necessary to increase dialogue within the community among members themselves, in an attempt to "create a community that sees our neighbors as neighbors and acts that way." Sandi mentioned that interns are often useful in increasing this dialogue but noted that the conversation still must be expanded.

When discussing the stability of Laura Baker Services' sources of revenue, Sandi stated that the rates are determined by the Minnesota Department of Human Services and legislature. She described how funding for Laura Baker goes under huge scrutiny, particularly the 24-hour services. Because 24-hour services are so expensive, they are a particularly vulnerable target for funding cuts, despite an effort to operate cost-effectively.

Overall, Sandi expressed optimism towards the nonprofit sector in Northfield based on her experiences over time. Sandi commented that there does not seem to be a great deal of unmet needs in Northfield and that when something surfaces, Northfield as a community is quick to respond.

Three Links

Pat Vincent

<http://threelinks.org>

Three Links is a retirement community that has served seniors in Northfield since 1899. Its mission is "is to create peace of mind; preserving dignity and respect through choice and independence" (<http://threelinks.org/>), and it provides a wide range of services from skilled nursing, to memory care, to a hospice program. We interviewed Pat Vincent

to learn more about Three Link's services and goals. Three Links serves about 350 people a day, and its top programs include memory care, the assisted living program, and the care center. Three Links is also currently putting funding toward the hospice program to train staff in palliative care and pain management.

While about half of the funding for Three Links comes from private payments for services, about 35-40% of its funding comes from medical assistance, and 10% comes from Medicare and managed care. Three Links does not receive a lot of funding from grants, but it belongs to a 23-member healthcare co-op called Care Choice that applied and received a performance improvement grant. Although Three Links receives about \$80,000 a year through this grant, this amount is shrinking as state funding dries up. The organizations that Three Links collaborates with include Northfield Retirement Center, WINGS, Northfield Hospital, the Oncology Center with hospice care, and the Northfield Hospice program.

Three Links has a foundation that provides funds for start-up programs, but they have still have difficulties making ends meet. The reimbursement rates have been frozen for three years, and the Minnesota equalization of rates policy prevents them from charging private pay rates that are higher than the state rates. Medicare is expected to have an 11% decrease in 2012, and Three Links is always at the mercy of a legislature that must deal with state budget deficits. There is a gap between Three Link's expenses and the state funds that they receive; their nursing home, for example, loses about \$30 a day per resident.

Three Links would like to expand its home care and home companion programs, since baby boomers, as they age, will most likely want to stay in their homes. Because

there is no licensed limit for them, this would definitely be feasible with more funding. Ideally, they could use \$10,000 or more for home care and \$5,000-10,000 to enable them to offer scholarships and trial periods for the adult day program. They also have the goal of recruiting more dedicated staff and volunteers.

Northfield Retirement Community

<http://www.northfieldretirement.org>

The Northfield Retirement Community is a large community of senior living and health care services with Evangelical Lutheran Church of America (ELCA) affiliation. It also provides a span of services from independent living to care center services, and it serves 300-400 adults. Some of its amenities include a fitness center, a library, a computer center, and a chapel, and everything is situated on one 38-acre campus. Top programs include the Care Center, the Manor (pay based on income), Parkview East (assisted living), Parkview West (independent living), and Cannon Valley Suites (step between nursing home and apartment living with 24 hour nursing care).

The funding for the Northfield Retirement Community depends upon the different style of living and level of care. The Northfield Care Center is 50% state or government subsidized, 40% private pay, and 5% insurance. The Manor is 60% government subsidized and 40% private pay. Parkview East and West and Cannon Valley Suites, in contrast, are 15% state or government subsidized and 85% private pay.

Because the Northfield Retirement Community still receives a large amount of government funding, it experiences some of the same problems as Three Links. They noted that the government programs are allocated by the state, and they also mentioned

that the elderly waver reimbursement rate (a reimbursement through the government for people not in the care center) is low. They experience certain restrictions from the state; the cost per day in the care center, for example, is set by the state of Minnesota. While many of the residences are either full or nearly full, the Parkview residences are not filled to capacity. The Northfield Retirement Community believes that this has a lot to do with the state of the economy and the difficulty of selling homes.

Not only is government funding being cut, but costs are also rising due to increased life expectancies. A spokesperson for the NRC explained that sometimes people wait to come to a home until they are very needy, and she noted the need to expand higher-level care may rise in the coming years.

The Northfield Retirement Community has an eye for future development, and it is looking at various projections in terms of the demographics they will be serving and the needs they will have to address. If they were to expand and improve, they would like to look into a sensor technology monitoring and alert system. They could even see the possibility of modular homes for seniors that could be rented and situated near a relative.

Northfield Senior Center

Lynne Pederson

<http://www.northfieldseniorcenter.org/>

The Northfield Senior Center is a membership-based recreation center for seniors in the Northfield community. We interviewed Lynne Pederson in order to learn more

about this organization. The Northfield Senior Center serves people of 50 years of age

and older and provides opportunities for them to improve their physical and mental fitness and take classes for lifelong learning. It serves about 1,460 people total and between 300-350 people every day. Top programs include the fitness center and pool (about 80% of the usage is this part) and everything that goes along with those. The center also has volunteer led groups like craft groups and book clubs that pay to use the facilities.

Because center is membership-based, its sources of funding are a little bit more stable. In the center's overall budget, the majority of the funding comes from paid memberships, 30% comes from program fees for all education, fitness, classes, etc., 13% comes from donations, 3% comes from endowments and investments, and less than 1% comes from grants. The Senior Center still lacks funding, however, and has an estimated \$20,000 gap between income and expenses. In the past the center received funding from United Way, but now it do not receive a lot of outside funding.

The Northfield Senior Center collaborates with the Community Action Center, which tries to figure out if their clients have other needs. They partner with YMCA to use its pool and classes. They also work with Northfield Retirement Community, which will sometimes sponsor services, pay instructor fees, or pay for speakers. They collaborate with Three Links in the same way. Lynne Pederson estimates that they probably have touched almost every nonprofit in town in one way or another.

The center could only serve so many more people before it would need to physically expand, but with more funding it would like to enhance its programs, reach out more to the community, and keep its programming and fees affordable, perhaps through expanding its scholarship program. The center would especially like to hire a service

coordinator or a social worker that works for them; they believe that Northfield has a need for a neutral organization that offers these types of services. Pederson estimated that the cost to add another staff person would be about \$40,000. The center also believes that there is a huge gap of under-served people—people not involved with the center—that might use their services with more knowledge about their programs or with lower membership costs.

Community Leader Interviews

Community Leader CL-1

When asked about what this community leader saw as the most prominent unmet needs in Northfield, CL-1 identified “finding ways to include the immigrant population in the broader fabric of the community” as the number one issue. As number two, CL-1 identified continuing the efforts of the community to meet the needs of the youth through education and activities. As number three, CL-1 listed meeting the needs of those in the community with economic needs and other needs beyond social services. This community leader believes that economic development—that is working to create an environment that encourages people to create jobs—also brings lots of other benefits.

When asked about the biggest challenges facing the nonprofit sector, CL-1 noted a need for the sector to find ways to work together and collaborate across different boundaries. CL-1 qualified his use of the word collaboration as “finding ways to do things more effectively” and discussed the belief that the social service sector should strive to collaborate with both economic development efforts and with family-oriented activities.

CL-1 also noted that Northfield is small town with “big ambition”—it’s difficult to meet all of Northfield’s needs, and the town has high expectations. CL-1 believes that Northfield needs to “achieve a sense of reality” and prioritize.

When we asked what nonprofit organizations CL-1 thought were the most effective, CL-1 gave a long list that included the Community Action Center, the United Way, the Healthy Community Initiative, the Historical Society, the Arts Guild, the NAF, the Chamber of Commerce, the NDCC, and the churches taken as a whole. CL-1 said that the really amazing thing is the number of people willing to get involved. For this community leader, Northfield is a “participation oriented community”, and Northfield is good at working with different groups of people in the community. However, CL-1 also noted that a few of Northfield’s organizations are in difficult phases of development. With recent changes in leadership and unstable financial bases, some of Northfield’s nonprofits have recently experienced tough times. CL-1 adds, however, that many of them are making progress now.

CL-1 especially emphasized the issue of collaboration and coordination. This community leader believes the Northfield nonprofit sector has too much of a tendency to look at a problem and create a new organization to deal with it rather than looking to how an existing organization might be open to new opportunities. CL-1 noted the need for organizations that have the flexibility and willingness to assess a problem and think about how they might address a new problem effectively.

Community Leader CL-2

As a long-time resident of Northfield and member of numerous nonprofit boards,

CL-2 has been an invaluable asset to the Northfield nonprofit sector. When asked about the most prominent unmet needs in the Northfield community, CL-2 expressed a belief that there is a lack of knowledge about poverty. As a small town with two prestigious colleges, there is a widely held belief that poverty does not plague Northfield. However, in the past few years there has been a dramatic rise in the rate of poverty. The CAC has done the best they can, but there is still much more to be done. CL-2 suggested combating this problem by offering more relevant education classes and job training for adults. In the past the CAC has offered vocational and technical training, but it has not always lined up with specific employment opportunities in Northfield. For example, the CAC offered a welding class, yet there were no specific welding job opportunities in Northfield. The community leader emphasized that Northfield must help locals develop skills that meet pressing needs in Northfield.

CL-2 expressed a belief that short-sightedness is the biggest challenge facing the Northfield nonprofit sector. While organizations like the CAC offer many essential services, their work is merely “like putting fingers in the dike.” This community leader advocates for systematic change, not temporary solutions. For example, there are many organizations dedicated to working with youth, but they primarily target high school students. CL-2 argues that to effect lasting change, the community must start when youth are in elementary school. It is only with this sort of long-term perspective that foundational change may occur.

CL-2 believes that the CAC, HCI and WINGS are each successful nonprofit models, and noted that all three organizations emphasize and value collaboration. Additionally CL-2 thinks that HealthFinders fills a tangible need in the community and

has been a valuable and helpful resource. In reflecting on the organizations that could be more effective, CL-2 expressed that both the Northfield Area Foundation and United Way must better define their respective missions. The United Way, in particular, must strive for greater understanding of the Northfield community.

Community Leader CL-3

CL-3 is a resident of Northfield and works in the Northfield Public School District. When discussing the diversity of opportunities for youth and fine arts, CL-3 pointed out cultural integration as an area that needs greater emphasis and attention. The community leader said that even as the minority population in Northfield continues to grow, the "underprivileged assumption", or the belief that we know everything about everyone's culture, persists. CL-3 described the presence of good conversation about assimilation and blending, but emphasized that there needs to be a greater implementation and awareness among all members of the community.

When asked about the biggest challenge to the Northfield nonprofit sector, CL-3 identified funding as a problem, particularly with the current economic situation. CL-3 recognized that the NAF, for example, likely receives way more grant requests than the number of resources available. These resources are limited in the scope of both human and financial resources.

We also asked the community leader if there were any nonprofits CL-3 believed were particularly successful. CL-3 discussed how rich the nonprofit sector in Northfield is, though some organizations are smaller in scope than others. CL-3 labeled the NAF as a well-known entity that works from a significant pool of resources, and also mentioned

the Healthy Community Initiative. CL-3 interacts with these two organizations specifically, as the NAF affects programs that help kids and the HCI impacts programs designed by kids. Student initiatives funded by these organizations include Northfield High School's "Student Voice" literary magazine and a scholastic club geared toward education about inner beauty.

Community Leader CL-4

CL-4 works in the Northfield School District. When asked to identify the most prominent needs of the Northfield community, CL-4 said that the number one factor impacting school performance is the increasing level of poverty. More students who qualify for free or reduced lunch also fit into other demographic groups, often poverty or low-income, ESL, or minority groups. Using the state of Minnesota statistics, there has been a significant increase in students needing free or reduced lunch from 13% to 24% in just a five-year period.

When asked about the biggest challenges for the nonprofit sector, CL-4 labeled competition as the sector's biggest issue. Northfield has an abundance of organizations available to help people; however, more nonprofits providing services inevitably means more nonprofits battling for resources.

CL-4 believes that the programs and services that are most effective in the nonprofit sector are those that work in partnerships. Such collaboration helps prevent overlap and encourages fluidity of information and resources. As a member of an

educational institution, CL-4 collaborates with the Community Action Center, United Way, Healthy Community Initiative, WINGS, City Government, Northfield Rotary Club, Veterans or Foreign Wars, Youth Sports Associations, TORCH, St. Olaf and Carleton. CL-4 commented that collaboration has grown exponentially, as has the number of people who are involved in these programs and are invested in their success.

When asked about programs or services that are less effective, CL-4 discussed experiences working with more effective government operations. CL-4 believes Rice County is much more passive about using the law to bring about positive resolution and identified the school's policy for truancy as an example of such passivity. CL-4 said that an inability to hold children responsible for absences has proven ineffective in combating the persistent problem of classroom attendance.

We also asked CL-4 to comment on the drug and alcohol use in the Northfield schools. The community says drug and alcohol use is lower in Northfield than in a school of comparable size. CL-4 believes there is a very sharp distinction between what happens on campus and what happens off campus. CL-4 expressed a belief that there is a healthy respect for school campus, with a very low instance of fights, vandalism, or drug use. CL-4 also mentioned that schools work to empower and educate students on these issues.

Community Leader CL-5

CL-5 has lived in Northfield for 8 years and worked in Northfield for 6 years. CL-5 is a member of various civic organizations in Northfield, an active public school volunteer, and a participant in local government.

When asked about Northfield's most prominent unmet needs, CL-5 first identified the potential to increase services to the under-served. In Northfield, this includes people of lower income, people living below the poverty level, and people who are undocumented immigrants. CL-5 added that Northfield could do more to meet the needs of the Latino community in terms of integration and outreach, and that the youth especially need such services. CL-5 also mentioned the problem of drug use and abuse in Northfield and discussed the possibility of a youth training program.

When we asked about the biggest problems facing the Northfield nonprofit sector, CL-5 quickly identified coordination between groups as an issue. CL-5 expressed the view that there are "perfect groups doing great things", but that there is often not a lot of contact between groups. CL-5 gave the example of groups allocating a large portion of their budget to transportation costs. The Transit Initiative later became a solution for how groups may collaborate and consolidate these costs. CL-5 also talked about the problem of funding and noted that sometimes funds are only available for 501c3's, a categorization that denotes larger, more formal nonprofits. Available funds tend to go to these big groups, making it more difficult for smaller initiatives to acquire resources. CL-5 pointed out that not all organizations wish to be 501(c)3's, and that there should be some kind of mechanism to provide funding for smaller initiatives.

CL-5 said that there are definitely organizations that could use a lot more money. CL-5 specifically mentioned the Torch Program, which works to keep Hispanic students from dropping out of high school, as an organization that is on the brink of losing its state funding.

However, CL-5 also identified the Torch Program as one of Northfield's most

successful nonprofits. Through working with the Hispanic population in the schools, the organization increased the graduation rate of Latinos by a large percentage. In addition to mentioning the Torch program, CL-5 named HealthFinders, Growing Up Healthy, and the Community Action Center as successful and effective organizations. When we asked about the organizations that CL-5 would identify as less effective, CL-5 expressed an opinion that none of the organizations are really ineffective. However, CL-5 does like to see money go directly to services rather than to administrative purposes, so CL-5 would say that administrative groups are perhaps less effective nonprofits.

In conclusion, CL-5 talked about how these are “really urgent times” and expressed a desire for resources to go toward critical needs. CL-5 also expressed a desire for City Hall to become more refined in their partnership with nonprofits because CL-5 believes that it is important to have an alignment between the city council and the community.

Community Leader CL- 6

CL-6 moved to Northfield in 1989 and worked in the public school district for twelve years. CL-6 served on the board of directors of a local nonprofit for 6 years. CL-6 continues to live in Northfield but now works in St. Paul.

When asked about the biggest needs in the Northfield community CL-6 identified the needs of the immigrant community right away. CL-6 said “we need to find a way for immigrant citizens to find sustainable jobs and housing and devise strategies to integrate immigrant populations into the established community.” CL-6 also noted other needs in the community including alleviating poverty and ensuring better health support, though

CL-5 did mention that Northfield already addresses mental health needs relatively effectively. In the case of chemical health, CL-6 expressed concern that the community has not come together to address the problem.

When asked about the challenges CL-6 sees for the Northfield nonprofit sector CL-6 noted that: “nonprofit groups don’t work well together, everyone does their own thing, there are separate groups all working for the good but they are not well coordinated.” CL-6 also noted that separate organizations are trying to do the same things, giving the examples of the YMCA and the community services division. CL-6 mentioned personal involvement in a plan to increase collaboration amongst Northfield nonprofits that unfortunately fell apart as a result of team members leaving Northfield for other employment opportunities.

CL-6 also pointed out the issue of accessibility of nonprofit services and resources to community members: “It is hard for new people coming to the community to sort their way through all the different organizations.”

CL-6 doesn’t think that any community’s nonprofit sector can adequately serve all of its needs. That said, CL-6 thinks that the Northfield nonprofit sector “does a pretty good job” of meeting the needs of the community. CL-6 highlighted strengths of the Northfield nonprofit sector including: the aggressive effort made to increase availability of affordable housing, the work of the CAC and their success in providing basic needs services, good counseling services, and “a core group of people interested in the common good.”

When asked which nonprofit organizations were the most effective in the community, CL-6 felt unable to rank the organizations specifically but reported a number

of organizations that have had a positive impact on the community. The CAC was the first organization mentioned. CL-6 noted that they have a “long history of good work and are really effective.” CL-6 highlighted the Laura Baker School by praising its efforts and success in integrating developmentally disabled people into society without discrimination and while fostering a local culture of acceptance. Additionally CL-6 brought up the efforts of local religious communities to work collaboratively across denominations and with local nonprofits for the good of the community. An example of the fruits of this collaboration is Thursday’s Table. CL-6 also noted the importance of the library, arts organizations, and the historical society in creating a “civilized town” and fostering a sense of community pride and community satisfaction in Northfield residents.

Unsuccessful interview attempts

Unfortunately we were not able to interview Mary Rossing (the Mayor of Northfield), Blake Abdullah (director of the Northfield Enterprise Center), or directors from The River Bend Nature Center, Northfield Youth Choirs, the Northfield Union of Youth, or The River Walk Arts Quarter.

From Mary Rossing, we were hoping to get a fuller picture of the Northfield nonprofit sector from the point of view of a community leader. Mary has been a citizen of Northfield for most of her life and has been an active member of the community, participating in and planning city-wide events and programs for many years. She is currently the president of the Northfield Downtown Development Corporation (NDDC) and she is also on the board of directors of the Northfield Chamber of Commerce. Mary has planned and designed various capital improvements in downtown Northfield as a

member of the Mayor's Streetscape Taskforce. She is a former president of the Northfield Historical Society and a former employee of the Northfield Arts Guild. She continues to be involved with these organizations.

The Northfield Enterprise Center is a nonprofit organization that assists businesses with planning, financial modeling, and sustained growth support. They engage in partnership with the City of Northfield's Economic Development Authority (EDA), the Northfield Area Chamber of Commerce, the Northfield Downtown Development Corporation, the Rural Enterprise Center, and other development organizations (www.northfieldenterprisecenter.com accessed May 2011). Due to their large amount of collaboration with other organizations and their position as a service centered on economic development - the Rural Enterprise Center would have been great to interview. Blake Abdullah could have helped us understand the economic sector of human services and he probably could have given us a fuller understanding of the funding (or lack thereof) that goes into the Northfield nonprofit sector.

The River Bend Nature Center in Faribault, was organized in 1973 to preserve and protect the natural resources of the Faribault area. The River Bend Nature Center is an independent, membership supported nonprofit organization (www.rbnc.org accessed May 2011). The Nature Center would have been helpful to interview as it is an organization unique to any others that we researched. It would have been interesting to learn more about the RBNC's funding, successes in the community, and obstacles in providing their services.

The mission of the Northfield Union of Youth, or The KEY, is "to provide power and voice to area youth and create a caring community." A youth-run youth center, it

offers afterschool and weekend programming for Northfield youth ages 12-20. The programs offer a variety of activities, ranging from art to gardening, hip hop classes to family game night (www.unionofyouth.org accessed May 2011). The KEY is a central collaborator in Northfield's youth/education sector, and would have helped us to better identify the unmet needs for youth in Northfield.

Northfield Youth Choirs was founded in 1986 by Cora Scholz and Judy Bond. Elizabeth Shepley has been the Director of the NYC since 2005. The organization consists of five choirs and it serves over 200 children from grades K-12 (<http://www.northfielddyouthchoirs.org> accessed May 2011). NYC is classified as arts & culture in the Northfield nonprofit sector, as is the Riverwalk Arts Quarter, a nonprofit that fosters economic development through events that bring more arts-oriented visitors to Northfield. Because of this classification we were hoping to interview directors from both of these organizations to learn more about the arts & culture section of Northfield nonprofits to add to the information we gathered from Ann Mosey at the Northfield Arts Guild. Ann commented in her interview that there is a great need in the Northfield community for an evaluation of the economic impacts of the arts on the community. Therefore having a fuller understanding of the arts and their impact on those who need their services could act as a catalyst to start research on their economic impact on Northfield.

Limitations of Research:

Perhaps our greatest limitation was being unable to conduct all of the interviews we had hoped to coordinate. Some nonprofit directors reported that they did not receive

the letters of invitation that we had sent, and a number of individuals and organizations simply never responded to our efforts. These organizations would have undoubtedly been useful in contributing to the collective narrative of the nonprofit sector, and if time had permitted we would have liked to continue our attempts at communication.

Though our research was focused upon qualitative analysis, we had also hoped to gather certain quantitative data (eg; number of individuals seeking services, allocation of funding, etc.). Unfortunately, many directors did not have access to this information at the time of the interview, though some did send us these statistics at a later time. A recommendation for future research on the topic would be to email the interview questions beforehand so that directors may have time to prepare and gather these statistics for productive discussion.

Though standardized interview questions were certainly necessary for many of our topics, our research also would have benefitted from the inclusion of customized questions for specific organizations. For the granting nonprofits, several of the questions were irrelevant, and this also resulted in certain discrepancies in the responses of organizations.

Secondary Data

We compiled a spreadsheet with data from 990 forms from the organizations we interviewed. We were able to find financial information from the GuideStar website on all of the nonprofits we researched, with the exception of the Northfield Area Foundation, Northfield Public School District Community Services Division, and WINGS. The NAF and Riverwalk Arts Quarter a newly founded nonprofit, so its 990 form is not yet on

GuideStar. The Northfield Public School District Community Services Division is a government organization, not a nonprofit organization. Despite being a 501(c)3, WINGS did not appear on GuideStar.

We chose the most recent yearly report on each organization and gathered data on the following aspects: contributions & grants, program service revenue, total revenue, grants (and similar amounts paid), salaries (& other compensation), total expenses, and net assets or fund balances. We compiled this information so the Northfield Area Foundation can assess the financial situation of the Northfield nonprofit sector.

Recommendations for Future Research

It would be beneficial for future strategic analyses of the Northfield nonprofit sector to explore how the nonprofit sector is viewed by community members who use its services and resources. Our research focused primarily on how the Northfield nonprofit sector views itself and how prominent community leaders (who are not the primary clientele of Northfield nonprofits) view the nonprofit sector. In order to develop a complete picture of how well the nonprofit sector is meeting its goals and effectively addressing the needs of Northfield residents, it is essential to understand if and to what extent the community feels its needs are being met.

We would also recommend that future researchers contact the organizations and community leaders we were unable to interview. Our research is somewhat unbalanced and incomplete because we were not able to record the perspectives of all of the organizations and community members recommended to us by the Northfield Area Foundation. Additionally, we recommend that future researchers contact and interview

additional organizations and community leaders to get a broader and more complex picture of the Northfield nonprofit sector as a whole.

In terms of methodology, we would recommend sending interview questions to all interviewees prior to conducting the interview. We did not send interview questions prior to conducting interviews to all interviewees, but for the interviews where questions were sent out ahead of time, interviewees shared more information and more detailed information. We would also recommend tailoring interview questions to specific types of organizations to make sure that all interview questions are relevant to each organization.

In terms of team organization, we would recommend establishing consistent meeting times with the community partner from the outset of the project. We would also suggest establishing regular and frequent meeting times as a student research team outside of class.

Recurring Qualitative Themes

- need for more collaboration and communication among existing nonprofits
- need for more transparency in objectives, performance, and outcomes
- organizations have their own niches - not competitive with each other
- 501(c)3 categorization - easier to get funding in this category
- people in the community very willing to get involved - participation oriented community
- always a need for more funding in a nonprofit environment
- importance of youth programs
- many of the main social issues concern Latino population

Overall community view of the nonprofit sector

Overall, the Northfield nonprofit community and community leaders are proud of the accomplishments of the nonprofit sector and the degree to which it effectively serves Northfield residents. Overall they saw the Northfield nonprofit sector as being more effective than that of other communities in meeting the needs of its residents. There was a general consensus that the Northfield nonprofit sector is well supported by the community and community members are very interested in getting involved. The nonprofit directors praised their colleagues for dedication to their work and a strong belief in their cause. There was considerable mention of the efforts of the nonprofit community to collaborate, but directors and community members noted that a lot more collaboration is necessary for the sector to really reach its full potential.

Conclusion:

Even though there is always need for more resources in the nonprofit environment, the Northfield nonprofit network could utilize resources more effectively. Many of the nonprofit directors and community leaders emphasized the need for more collaboration and coordination among nonprofits. This consists both in finding ways to work together and communicating among themselves so that organizations do not duplicate efforts. People described the Northfield nonprofit community as vibrant and enthusiastic, but one community leader explained that this can result in a tendency to create new organizations to deal with problems instead of identifying which existing organizations could address new concerns.

In general, the network does a good job of serving the needs of the community. All of the nonprofit and community leaders had a positive view of the nonprofit sector as a whole, and many expressed pride in the capacity and scope of the Northfield network. Most of the organizations do not turn anyone away, and some even have scholarship programs to assist people in need. Because funding is always tight, however, guaranteeing access to services results in cuts in other areas or limits to expansion. The Northfield nonprofits would all like to expand either physically or by enhancing their services, but many of them must focus on maintaining their level of operations rather than expanding. They seem to have accepted the given that nonprofits will always have funding problems, and especially in these rough financial times, they expect cuts. On the whole the organizations maintain a positive mentality, and some directors even noted that they are managing much better than some of their counterparts in other towns.

In terms of expansion, the organizations tended to mention education and outreach as a few of the areas where they would like to improve. When organizations must focus on maintaining services, however, this is one of the first things to get cut. Making sure the community knows what types of services are available is important to the function of a nonprofit environment, and some organizations felt that if they had more resources to advertise or perhaps to subsidize the cost of their services, more people would use their services.

As one community leader explained: the framework is there, but Northfield needs to “beef up” its resources. With more resources and with more directed efforts to coordinate and collaborate, we believe that the Northfield nonprofit sector could experience significant expansion and improvement. Feedback received from leaders in

the Northfield nonprofit sector suggests organizations desire more open and transparent lines of communication between nonprofit entities—detailing the mission and goals of their organization, programs offered (specifying date, time and location), and resources they have to offer, whether they be financial, available meeting space or willing volunteers. We would recommend the creation of an online calendar that can be viewed and edited by all Northfield nonprofit organizations. Northfield nonprofits would be responsible for entering their events on a monthly basis, including a detailed description of the event, date, time and location. This would ensure organizations do not schedule large events on the same night, or similar events within a close time frame. Additionally, it would help to foster collaboration. For example, if two organizations were planning similar events a few weeks apart, they could pool resources and reach a larger demographic. With the combination of effective resource allocation and conscious collaboration, we believe that the Northfield nonprofit sector may be able to shift the focus from maintaining services and begin to enhance its ability to serve the community.

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Appendix A: Interview questions for nonprofit directors

1. Can you briefly describe the purpose and goals of your organization?
2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?
3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? Do any other sources contribute to your funding? (Hard numbers if possible; also in terms of percentage)
4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)
5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (Can also ask about breakdown within programs if it seems necessary) (To clarify, administrative costs include salaries and other business necessities, utilities, etc)
6. How do you prioritize the allocation of money among your programs?
7. Are there any of your programs that lack sufficient funding? If so, which ones?
8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?
9. If your budget increased by 50% overnight, how many more people could you serve?
10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?
11. What would be your ideal increase in funding?
12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?
13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?
14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?
15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)
16. What are you most proud of? What has been successful for you?

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Appendix B: Interview questions for community leaders:

1. How long have you worked in the Northfield community?
2. Do live in Northfield? If so, how long have you lived here?
3. Can you describe your involvement in the Northfield community? What formal and informal positions have you held?
4. What do you see as the most prominent unmet needs of the Northfield community, in terms social services?
5. What do you see as the biggest challenges for the Northfield nonprofit sector?
6. Which nonprofit programs/services do you think are most effective and why?
7. Do you think there are nonprofit programs/services that are ineffective, if so which ones and why?

Appendix C: Raw Data from Interviews

ARTS AND CULTURE

Northfield Arts Guild

1. Can you briefly describe the purpose and goals of your organization?

Just over 50 years old, the mission of the Northfield Arts Guild is to inspire more artistic activity in the Northfield community. They sponsor roughly 60 productions each year.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

The Northfield Arts Guild serves approximately 30,000 people per year. The demographics reached vary depending on the program. They offer k-8 programming, however, their gallery/professional artists are predominantly adults. People of all race, ethnicity and age are served.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

For the past decade, the Northfield Arts Guild has been supported predominantly by state

arts boards. The next major source of funding comes from membership and class registration. This is followed by ticket sales, shop sales and gallery sales. Additionally, individuals occasionally sponsor particular events. Lastly, the United Way in Northfield might give them some funds to complete a project.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

1. Theater Productions
2. Classes
3. Visual arts events and activities

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)

10-15% goes to administration costs. The remaining funds go to programming.

6. How do you prioritize the allocation of money among your programs?

They first allocate money to cover overhead costs. The programs offered drive their own revenue and expense. For example, if the theater makes \$40,000, that is how much they are able to spend. However, the theater is a bigger building and production, so often requires a larger allocation.

7. Are there any of your programs that lack sufficient funding? If so, which ones?

Always fighting to do what they can. There is not any one program that needs money more than another, as all of them could use more money!

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

They are currently in the middle of a strategic assessment of all programming. In the past 7-8 years there have been a lot of changes. Now they are going back and assessing the results and impact of those changes.

There is a great need for an evaluation of the economic impacts of the arts on the Northfield community. Northfield, in general, has a lot of arts programming, but still needs a larger market. The guild is also a fiscal agent for many projects/events, so they have a good sense of what's going on in other local organizations. They need money to help members of the arts guild become entrepreneurs.

9. If your budget increased by 50% overnight, how many more people could you serve?

They are already at half a million dollars, so with a million they would probably build a small theater to establish some sort of marketing department within the organization. Additionally, they would make major renovations in the building to create more classroom space.

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

N/A

11. What would be your ideal increase in funding?

Predominantly supported by state government, this year they will have a 20% decrease in funding. They're managing well with what they have, but a significant increase would mean a big restructuring of the organization.

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

N/A

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

Yes there is concern, they're running hand-mouth. No "flush fund."

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

Yes, they collaborate with anyone in town including the library, colleges, individual artists, the historical society, public schools, and local businesses.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

Their biggest obstacle includes funding.

16. What are you most proud of? What has been successful for you?

They operate 52 weeks a year, running 60 productions, a festival, orchestra concerts and other events. They are very proud of being open to everybody, no matter their skill level, which is different from other arts organizations.

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Northfield has it pretty good, as the nonprofits are doing quite well to serve the local community. However, they are not sure that the city government and taxes are doing their job to support the nonprofit sector. It is lots of work without financial support.

COMMUNITY DEVELOPMENT

Rice County Growing Up Healthy - Rachel Berkowitz

*Rachel Berkowitz is an AmeriCorps Vista intern with GUH while the director, Janet Muth, is overseas.

1. Can you briefly describe the purpose and goals of your organization?

GUH is not a 501-C3, rather a coalition of community organizations and leaders in Rice County. The purpose of the coalition is to improve connectedness to marginalized communities (specifically the Somali and Latino, the communities of Viking Terrace, Cannon River Mobile homes, and Four Seasons Apartments) and grant greater access to resources in order for these communities to thrive.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

GUH serves about 200 individuals - primarily young families (parents in mid 20s-late 40s).

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

About 98% of funding comes from grants while maybe 2% is from small donations. It used to be funded by a grant from Blue Cross/Blue Shield but they just finished that grant. Some independent fund raising opportunities arise throughout the year, but otherwise funding comes primarily from applying for grants.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number of people)

Stipends for team leaders is the greatest expense (each individual is paid \$1500/year), and each team then has about \$2,000 to work with for the year. This covers the cost of materials, printing and publicity. There are 3 teams, 1 in Northfield and 2 in Faribault.

5. What percentage of your funding goes to programs? What percentage goes to

*administrative costs? (can ask about breakdown within programs if it seems necessary)
(administrative costs include salaries and other business necessities, utilities, etc)*

They have no salaried employees, only contracted workers.

6. How do you prioritize the allocation of money among your programs?

N/A

7. Are there any of your programs that lack sufficient funding? If so, which ones?

They need increased support for the teams, including training opportunities for the teams that already exist. Also they would like to expand to other communities, but this would require more funding for stipends for additional leaders, as well as more time for the coordinator. They would like to expand their physical location-- currently serve primarily Latino communities in Northfield and Faribault but would perhaps like to start working with other communities.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

N/A

9. If your budget increased by 50% overnight, how many more people could you serve?

N/A

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

The idea is to encourage responsible growth. A lump sum is not as helpful as a steady source of funding for a certain amount of time-- this way is more organic and natural and guarantees security of funding. It also encourages greater dialogue with the funders.

11. What would be your ideal increase in funding?

For grant funding, a terminal amount of time works best with program-oriented organizations. For the system, it is more challenging to work on a year-to-year basis. The Blue Cross/Blue Shield (BC/BS) grant was for about 3 years, which was a good thing because they knew how much money was involved and it also fostered good conversation. Original grant was incremental, and BC/BS was good about rollovers. Budget is around \$50,000-\$55,000/yr and BC/BS grant always covered this.

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

N/A

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

Not being a 501-C3 makes it difficult to apply for grants, even though most organizations in GUH are 501-C3s. The good thing about this is that it promotes collaboration with these groups in order to receive the desired grants. BC/BS is also covering about \$20,000 as a rollover, transition grant.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

There are about 10-15 organizations who are a part of the board. These organizations do programming and apply for grants together.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

One obstacle is the ongoing challenge of working at the grassroots level—it can be harder to affect change in the system.

16. What are you most proud of? What has been successful for you?

GUH demonstrates true collaboration, which leads to action on the board and leader's end of things. GUH provides the context and perspective to engage at a grassroots and systems level.

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

They are impressed at Northfield's ability to communicate, but believe it could still use work. Must reach out to each other, not compete with each other, because all are ultimately pursuing the same overarching goal. Great deal of professional respect and support. Nonprofit and public sector/service community should always be in dialogue with one another.

ECONOMIC DEVELOPMENT

Rural Enterprise Center

1. Can you briefly describe the purpose and goals of your organization?

The goal is to create a system that allows people living in poverty to walk a path beyond that and succeed in agriculture. They focused on aspiring Latino farmers, as they have a

number of barriers that keep them from succeeding, but have many skills and assets to offer.

2. *How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?*

Discovery phase- community gardens – people invited to engage, or community ed sessions – to help them discover. With these things which are new and start every sat morning 15-20 people show up for the ed. sessions and for the garden sessions – last year there were 40 Latino families

This year they are formally launching the training program. It is the first year they are offering integrated classroom and field training, and they already have 15-20 people ready to jump in. Additionally, they have maybe 5 or 6 additional people that they are helping launch their own operation.

They primarily serve Latino families, families in general. Farming participants include both men or women, and Maria Sosa is one of the early people to engage with them. The program has positive outcomes for the entire family unit, with an especially big impact on children. Everyone is under 40.

3. *Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?*

Primary source of funding is grants. Less than 5% comes from individual donations, however, Greg Carlson bought some farmland so they could use it rent free. Additionally, they started a farmers' co-op. This helps them to secure grants from the USDA.

4. *What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)*

They have one large program, about total system – people go through different classes – process: discovery, training, long-term support beyond that – farmer mentorships, support farmers, helping focus lots of technical assistance. One major product is poultry.

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary)*

N/A

6. *How do you prioritize the allocation of money among your programs? (Delete this)*

Systems approach to it so they have to have everything in place along the continuum, more in terms of development training and the launch phase, less money on the discovery end.

7. *Are there any of your certain programs that lack sufficient funding? If so, which ones?*

It has been a big year, so they added additional staff to help manage the training process. They will get a good feel for what additional resources they need at the end of this first year. A big part of this is going to be on the launch end, making sure they have additional resources beyond Regi. Looking at changing the system. They need some additional staff resources and infrastructure. It's the start of a pivotal year!

8. *What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?*

Yes, some things have come up and they will try to address them, for example computer literacy skills and internet access. People will be successful as farmers, but they need these skills and resources. The goal is not only to do this in Northfield, but they are hoping to evaluate this and replicate it in other communities and areas in the Midwest. Starting locally, but thinking big.

9. *If your budget increased by 50% overnight, how many more people could you serve?*

They would expand their current programming. This would help them to ensure that they are successful and do not leave anyone behind. Additionally, it would allow them to provide more one-on-one guidance. They would also like to conduct a more robust evaluation. They could also look at starting another training class in the fall, instead of waiting until next spring. Within three months they could serve another 20 people, or begin conversations with another community to help them start their own training program.

10. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services (Will get back to us later)?*

There are communities that are interested, but they have not been able to provide them with much support. They have also been approached by other rural communities, but there are no systems outside of Northfield in place yet.

They do not turn individuals away. They work with individuals to draft an agreement, asking individuals to commit a lot of their time. But, if someone says they cannot commit the time, they determine that the program is not a good fit for them.

11. *What would be your ideal increase in funding?*

N/A

12. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?*

N/A

13. In what situations do you refer clients to organizations outside of Northfield? About how many do you refer in a typical year? How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

They do not know if anyone else is doing what they are doing. Regi went and met with people in Red Wing, but they didn't have the capacity to support the on-going deal.

14. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer? Do you have any major concerns about generating revenue that would affect the services you provide?

We have a shared grant that we just got approval for, and began a two year contract that started on May 2nd. It is for \$83,000 funding, are continuing discussions with Kellogg which has provided them a grant and are continuing discussions. Want to start more relationships like this, articulating a long-term plan which would make funders more comfortable.

15. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with the CAC, as Jim Blaha was an early supporter. Additionally, they work with Carleton and St. Olaf. Regi has also made many individual contacts through the Rotary club, and they are establishing partnerships with Just Foods Co-op.

16. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

Obstacles – access to slow money financing. They don't require huge amounts of capital but there is some that people need access to. Looking at individual funding and systems agricultural funding, they need to access poultry processing. This is a huge issue for small-scale farmers (winter). Been trying to work on this. Access to capital structure = obstacle. Can't replicate this program in other areas yet.

17. What are you most proud of? What has been successful for you?

They are proud of the fact that they have created a system that seems to be catching on to help people move through this process, and the fact that they are able to launch it this summer. Plus they've been able to add several people to the staff.

18. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

N/A

EDUCATION AND YOUTH

Cannon Valley Girl Scouts – Missi Arens

(Missi Arens lives in Farmington, but her office is in Northfield)

1. *Can you briefly describe the purpose and goals of your organization?*

They have five different service centers in southern MN, from St. Cloud to Southern MN. The Regional Vice president in the central region. The office is in Northfield. Missi Arens lives in Farmington. Their mission is to build girls of courage, confidence and character who make the world a better place. They serve girls 5-18, providing them with a leadership foundation they will carry forward in their lives, communities and future careers. It is for all girls in an all girl environment

2. *How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?*

They serve 251 girls in Northfield

3. *Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?*

It is a large organization. In total, they serve 45,000 girls. It costs 36,000 a year to provide services for girls in Northfield. Their total revenue, including united way funds and contributions from individuals and businesses equals 6,000. Their program service fee generates a total of 6,800. Combined, this equals approximately 12,736. This leaves a deficit of approximately \$23,400. Since they are part of a larger organization, they also generate revenue from cookie sales and are provided with a general operating budget. When determining how to spend their money, they look at things that are nice to have as compared to things they need to have.

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

About 35-40% is administrative costs. This goes to funding overall operations and purchasing computers, power, gas, and necessary supplies. 60% goes to actual programming.

6. *How do you prioritize the allocation of money among your programs?*

The funding that they get goes to supporting the girls. When it comes to cutting costs, they may say this is not the year to get new computers or replace the roof. What do we need to do to provide an excellent program for girls? Also they will not cut the \$4,500 that goes towards financial assistance/scholarships to ensure all girls who want to participate can participate.

7. *Are there any of your programs that lack sufficient funding? If so, which ones?*

Low-income families needs are not being met because they are not able to identify those girls. Need is not just financial, it is really about finding the girls and developing creative ways to serve them. That being said, with more girls they will need more funding.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

They would increase the programming end of it. They would offer career and financial literacy, and college preparation. What are other organizations doing, where are the gaps? What is it that girls are not getting? They could expand their current programming, or expand into new communities and offer services they have not yet provided.

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

Currently, they do not turn girls away from the program. Sometimes that comes at the cost of cutting something else. Financial assistance requests have gone up due to economy.

11. What would be your ideal increase in funding?

Budget relief for their entire budget would be ideal. When you take the total budget (\$36,201) and subtract the revenues (\$12,736), you are left with approximately \$23,000. That is their deficit. Though, \$23,000 would be ideal, an extra \$10,00 would help with financial assistance, facility rental, travel and busing and website and program supplies.

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

United Way allocation may change given the number of applicants. Contributions from businesses and individuals really fluctuates. Program service fees is pretty stable. Last year we received funding from WINGS but were not funded this year for that.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate in a variety of ways. They collaborate with the YMCA to do healthy kids day, and with the Jessie James bike tour. They do a lot of service in the community. They partner with the boy scouts, YMCA, Carleton ACT program, TORCH program at the High school, and reach out to the Primetime program. They want to partner more, but have not yet had the opportunity to make that happen.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

Low-income families needs are not being met because we are not able to identify those girls. Need is not financial it is really finding the girls and creative ways to serve them. That being said, with more girls they need more funding.

16. *What are you most proud of? What has been successful for you?*

They are always proud of the all girl environment and believe that girls thrive in an all girl environment. They concentrate on getting them into college, and provide a college readiness/pathways program to support students who do not have resources to get into college on their own. They are also proud of their STEM discipline, which focus on science, technology, engineering and math.

17. *Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?*

N/A

Northfield Public Schools Community Services Division - Hannah Puczko

1. *Can you briefly describe the purpose and goals of your organization?*

The Community Services Division is a division of Northfield public school district. The community services division mission's is to promote life long learning to all members of the community and to provide access to community resources and facilities. It's mission is also to foster civic engagement, collaboration, and community involvement. The community services division seeks to build community.

2. *How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?*

They serve approximately 29,000 people/yea, however, some of these are counted twice because people use more than one service/program. They serve all ages, genders and ethnicities in the community.

3. *Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?*

The funding depends on program.

- Local taxes, aid taxes and entitlements = \$608, 659/35% of budget
- User fees = \$831,600 /47% of budget
- Money from the city = \$105,000/6% of budget
- Grants = 188,000/11% of total budget
- Programs pay for slots =17,000/1% of total budget
- Co-sponsorships = \$500-1000/<1% of total budget

4. *What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)*

The program that costs the most is after school care, but can only be considered the largest program in terms of spending. Otherwise Early Childhood Family Education (ECFE) would be the first, followed by youth programs, and then by adult enrichment/disability programs.

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)

Approximately 5% goes towards administrative costs.

6. How do you prioritize the allocation of money among your programs?

Their allocation of funds is determined by legislative formulas, as there are legal restrictions about where tax money can go. As a result, they are granted specific money for certain programs.

7. Are there any of your programs that lack sufficient funding? If so, which ones?

Every program! State funding has not changed since 1989, with the exception of being reduced in 2003. Their greatest need for funding would be in out of school time programs, school readiness programs, and English as a second language programming.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

They have the appropriate number of programs right now, but more funding would allow more staff to serve more kids. Additionally, transportation to programs is a huge issue and need that they would like to be able to address.

9. If your budget increased by 50% overnight, how many more people could you serve?

N/A

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services? no one is turned away, our organization was severely hit by the economic down turn and more people looking for scholarships in order to participate in our programs

N/A

11. What would be your ideal increase in funding?

N/A

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

N/A

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

Funding has always been unstable, and there are always scares of losing funding. They have had to defend youth funding more than once. They do not get any state money, just the authority to collect taxes. Additionally, grants are difficult especially with the economy being bad, as there is more competition for grants even amongst collaborating organizations.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with everyone!

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

Funding is the biggest obstacle. Transportation is also an obstacle. Additionally, often times, the target audience of their programming is in survival mode, so do not have time to take advantages of many services offered. Also providing programming during lunch hours does not work well when people work outside of the community. Advertising is also an obstacle, as it is difficult to inform community members about programs, despite the greatest efforts of community services to publicize. Community services must rely on referrals in order to reach the people who really need the programs.

16. What are you most proud of? What has been successful for you?

They are most proud of the shared philosophy of community education to be responsive and flexible. They also invite others to the table when deciding what to do about an issue. Puczko is proud of that responsiveness and commitment to the community - it's not about huge numbers of people or getting huge funds. Puczko is also proud that no other state besides Minnesota has community education in every school district. She is proud that the school district has partnered to watch out for the community, to build community partnerships and to prevent kids from being home alone after school. They help kids to be successful in school because of their out of school programs and school readiness programs. They build a bond with the community

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Yes! Puczko believes that being rich in resources doesn't always mean money. They are rich in expertise and have a strong network of collaboration. But, they could do more to play off of their strengths. They need to talk about their assets instead of their problems. If they worked even harder to collaborate and look at how resources are distributed, they could be more remarkable. Grass roots change is needed!

Northfield Area Family YMCA - Virginia Kaczmarek

1. *Can you briefly describe the purpose and goals of your organization?*

The YMCA is a national public charity. They provide programs and services to support kids, families and the larger community.

2. *How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?*

Last year they served 7,000 people in Rice County. They are open to everyone of any age and all backgrounds. However, their primary demographic includes adults 25-45 years old with children.

3. *Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?*

10%-15% of their funding is donated annually and \$6,000 (roughly 2% of the budget) comes from grant funding. In the past they have applied for grants from WINGS, NAF, Grace Whitaker and United Way. The dollars help to ensure no one is turned away due to an inability to pay.

4. *What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)*

1. Their top program is youth development, which encompasses many different programs dedicated to supporting youth in physical activities, but also includes a friend and mentoring element. Their programs are designed based on the 40 development assets (40 key building blocks of healthy development among adolescents). The more assets a child possesses, the healthier life they will lead. The YMCA works within those assets. They include everything from character development to physical activity to developing leadership skills.

2. Health and Wellness - They provide a lot of opportunities to the growing community of obesity. They provide non-competitive opportunities. They are not interested in who is the best soccer player, but rather about offering opportunities for kids to have fun and to develop their skills. They offer sports programs for both infants and children.

3. They do not have a third main area.

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

This depends greatly on the program. They offer summer camps, and a large percent of funding goes to the camps itself, with only 5-6% covering administrative costs. In regards to membership, closer to 10-12% of membership fees goes to administrative

costs. They try to use grant funding to cover administrative costs, but that leaves them with a mean of roughly 8%.

6. How do you prioritize the allocation of money among your programs?

This depends on the communities need. They almost always partner with another organization or group. If there is another organization or entity that has resources that they don't have, they can pool with them to create something more meaningful and substantial for the whole community. They have parents and community leaders approach them all the time. This past winter, they partnered with Blue Cross Blue Shield and Rice County daycare providers to offer more opportunities for their kids to engage in physical activity. Every Tuesday they picked up kids from various daycare providers and brought them to the YMCA. They did all of the clean up and set up, and gave them an opportunity to run around and get some physical activity. They try to always ask themselves, what are the unmet needs and who can we partner with?

Currently, they partner the most with the Northfield Senior Center, Laura Baker Services, Artech Charter Schools, and Rice County Public Health. However, they have a total of 35 partner organizations in Northfield. They are all smaller organizations. For example, right now they are working with youth soccer to coach the youngest level. They partner with programs of all different sizes.

7. Are there any of your programs that lack sufficient funding? If so, which ones?

Programs targeting middle school students are really tight right now. The youth organizations in Northfield target a specific niche or fringe. There are many organizations that offer activities for elementary and high school students, but at the middle school there are few opportunities for youth to participate in leadership opportunities or physical activity. There is not a lot of funding for that age group. It is tough to fund and ensure you will get a good turnout.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

Northfield has a wonderful organization, Laura Baker Services. Laura Baker Services provides services for families of families with disabilities. The YMCA has an opportunity to collaborate with them, but it is really hard because there is such a wide range of disabilities. It is difficult to provide a qualified staff to offer assistance. They could collaborate more if they had more funding available. Evidence suggests that the more adults and children with disabilities are assimilated into the community, the better they do developmentally.

9. If your budget increased by 50% overnight, how many more people could you serve?

They are in the process of building a full YMCA with an indoor pool and gym. The number of opportunities will increase significantly in the coming years. It will be a huge resource for the community. They expect it to open in late 2012, early 2013. They have raised about 3 million dollars already.

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

They are currently working to complete a work site wellness program. They work with companies to help them figure out how they can better support their employees. They can touch easily 4,000 people and another 6,000-7,000 community members through outreach programs. They need to work together because 1+1=3.

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

They do not turn down anyone due to financial restrictions. They believe everyone should have to pay something, even if it is just \$2 or \$3, so that they value the programs and services more.

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

One of their cornerstones is that it is a community public charity, so most of their funding comes from donations from specific people. They love grant funding because it allows them to purchase things that they would not normally be able to afford. Overall, their annual source of revenue is very stable. They have grown 400% since 2007. They have about 60 employees. Their new building will offer so many more opportunities.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

Currently, they partner the most with the Northfield Senior Center, Laura Baker Services, Artech Charter Schools, and Rice County Public Health

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Northfield is very wealthy in the number of nonprofits. It is a very philanthropic community. However, too many of us are doing things individually. I have only been here 3 years, but I'm all about working together. There are a tremendous amount of nonprofit silos in town. We would reduce expenses and costs if more of those nonprofits worked together and collaborated. When I first came to Northfield I would meet with other community leaders, and I would suggest doing a project together. They would suggest another meeting, but I would say, "Lets just do it!" There are so many people who really care, so the challenge is just pulling those people together.

FRATERNAL

Rotary Club - Chris Weber, President

1. Can you briefly describe the purpose and goals of your organization?

They are a service organization, whose overriding motto is service above self. They share the goals of their parent organization, Rotary International. They have 4 avenues of service: international service, group study exchange, youth exchange, international service projects, club service (meetings, fellowship) and community service which includes fundraising and service projects, youth leadership, and partnering with an organization in town. Additionally, Rotary has a donations budget to help organizations that need start up funding. They offer mentoring programs and an opportunity for the community to pitch ideas to the club at meetings.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

They serve people all across the map. They partner with other rotary clubs in the district. Youth is a big focus. Additionally, they work on larger projects for the whole community like the creation of a soccer pavilion, bike trail, or pedestrian bridge.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

Dues from members make up half of the total income. External fundraising is 30-40% of income. 10% of the income comes from internal fundraising. For international projects, rotary international matches the funds raised locally. However, there are restrictions for what rotary international funding can be used for.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

The bike tour is the biggest in terms of number of people who participate. The proceeds go to the Mill House Trail. One of the international projects right now is brick making in Thailand.

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)

Some money from dues goes to cover the cost of meals for meetings. 40% of total dues go to cover administrative costs and some goes to fund projects. 100% of fundraising goes to projects/programs.

6. How do you prioritize the allocation of money among your programs?

They have committees for each project. Some things are considered at the board level, but smaller, local projects and international projects are overseen by committees.

Committees are given a specific budget every year. There is an equal budget for local projects and international projects. 80% of fundraising money is spent locally.

7. Are there any of your programs that lack sufficient funding? If so, which ones?

They wanted to involve the Key in fundraising for the Key, but they are meeting their goal at a very slow pace.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

Weber personally wants to do more with literacy, such as a portable library. But, the Rotary does not like giving money to operating expenses (someone's salary) because it is not sustainable. That is the primary barrier to getting the portable library back in service. Rotary would also like to do more international projects and help locally with other clubs because they have received money in the past from other Rotary clubs

9. If your budget increased by 50% overnight, how many more people could you serve?

They would invest more in local pre-k literacy A lot of people in the club are interested in literacy. Internationally, they would be able to help whole communities by building resources such as wells.

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

N/A

11. What would be your ideal increase in funding?

\$10,000. Rotarians like to be deliberate in what they fund. There are specific criteria for projects. They do not want to just make random donations.

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

N/A

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

There is no concern. Fundraisers depend a lot on weather, but they are able to work around some weather conditions.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with The Key, the city, the high school, Mill Town Trail, and from time to time, Health Finders and the soccer association.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

They want people to do volunteer/donate of their own free will. They want more people to want to get involved, as they need more human capital and more help with fundraising.

16. What are you most proud of? What has been successful for you?

They are proud of the youth exchange, as it touches a lot of people and is really successful. It really caught on in Northfield. They are also proud of the bike tour, as it keeps on growing and is fun.

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Overall, yes, in comparison to other communities. There are a lot of sources for fundraising and people are doing things because they care.

Northfield Area Foundation

1. Can you briefly describe the purpose and goals of your organization?

To encourage and improve charitable giving and outreach in the community

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

N/A

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

They are affiliated with the MN Charitable Foundation.

The NAF was formed by interested citizens in 1994 and is affiliated with the Minnesota Community Foundation. The MN Community foundation allocates them a percentage of the grants they receive. Some requests are specific while others are more general. The community foundation manages the money. The NAF is an advisory board. The MN community foundation tells them how much money they have to grant, then they process all of the applications. They award the funds.

Notes by Julia Coffin - I have included information from their website in parentheses below.

(The NAF is a permanent endowment created to benefit the greater Northfield community. Contributions from individuals, families, businesses and charitable organizations build the endowment, the earnings of which are used to fund community needs and interests through applied grants. Since 2001, nearly \$150,000 in grants has

been awarded to assist a spectrum of nonprofit organizations from the Northfield area.
<http://northfieldareafoundation.org/>)

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number of people)

They have a very broad reach of funds and have been in existence for 15 years. They helped to fund the composting initiative in the elementary school, and provided funds for the soccer park in town in cooperation with a lot of groups. They have also worked with the Laura Baker School, purchased new playground equipment, and worked with the Community action center to sponsor Thursday's table. Lastly, they work on beautification of the community, providing money for flowers to decorate the downtown.

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)

The goal is for the majority to go directly to programs. Not a budget line. No guarantee they will continue funding every year. They are always looking for something that will have an impact.

6. How do you prioritize the allocation of money among your programs?

They prioritize the allocation of money based on the quality/substance of the proposals. They have redone their strategic plan in the past year. Going forward, they will select grants that align closely with their strategic goals. Additionally, they try to fund initiatives that will make a long-term impact on the Northfield community.

7. Are there any of your programs that lack sufficient funding? If so, which ones?

N/A

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

N/A

9. If your budget increased by 50% overnight, how many more people could you serve?

N/A

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

They always have more requests than they have funds for. They have \$40,000 but a request for \$70,000. That data suggests they need a \$50,000 increase in assets.

11. What would be your ideal increase in funding?

\$50,000

12. *How many clients do you refer elsewhere because you are unable to serve them due to financial resources?*

N/A

13. *How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?*

N/A

14. *What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?*

N/A

15. *What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)*

N/A

16. *What are you most proud of? What has been successful for you?*

N/A

17. *Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?*

N/A

Northfield Healthy Community Initiative - Zach Pruitt

1. *Can you briefly describe the purpose and goals of your organization?*

A youth collation which works to build and facilitate collaboration within the community, identify gaps in services and resources, and work with partners to help fill those gaps.

2. *How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?*

Hard to identify, as HCI works with other organizations, entities, schools, nonprofits and youth programs in Northfield. They help to identify a need and develop a program, but allow other organizations to run the programs.

- Primarily works with k-12 level
- All ages and all cross sections
- Focus on people who don't have access to sufficient resources

- A significant portion of their work is focused on serving low-income, ESL and racial minorities

3. *Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?*

Their largest source of funding comes from a federal grant. It is a ten year grant, and they are entering their 10th year, meaning they need to secure alternative means of funding soon. Budget is 100,000 a year.

- 15,000 from the Northfield Hospital
- 8,000 from public school system
- 19,000 from United Way (varies every year)
- 28,500 from Rice county family services collaborative
- 3,000 from Ad revenue
- 5-3,000 from contracted services
- Annual budget 195,000
- A little is generated from donations, but they don't actively pursue donations

4. *What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)*

They don't have a top three, but here are some programs they consider to be very successful

- TORCH project - college access program minority, low-income and first generation college students. It has successfully closed a huge gap in the number of Latino students able to attend college, thereby making college a reality. It reaches 275 students, with 80 college attendees annually and is well respected at the state level
- Primetime Collaborative - working with representatives from Summer Ventures PLUS, the Middle School, and the KEY helping to run after-school programming.

Additionally, they work to decrease competition among organizations and instead work to foster collaboration.

They reach over 1,000 youth a year in the PRIMETIME collaborative. HCI initiatives reach over 4,000 youth.

Also work to develop programs targeting drug and alcohol prevention, working with curriculum in the schools, starting a clinic at the hospital for those in recovery from

heroin or opiate use, and working to open a half-way house in Northfield. They work very deliberately at the system level, trying to affect systematic change.

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

- 10-12% goes to administrative costs
- 88-90% goes to program costs

6. *How do you prioritize the allocation of money among your programs?*

They work with different partners to identify needs and draft solutions accordingly. Their programs need to positively impact youth, involve collaboration, and they don't work on project that benefits only one agency. They are trying to leverage resources outside community. They have a large board of directors, which include 16 adults and 4 high school students. They represent a cross section of the community and work together to set the budget and priority. They brought in \$4 million over the last eight years from outside state and grant funding to help develop their initiatives, as they don't want to compete with other Northfield nonprofits for funds.

7. *Are there any of your programs that lack sufficient funding? If so, which ones?*

Every program is struggling financially since so many have been funded from outside the Northfield community, and state and federal funding is tight. Projects are going to need to be reduced. Not because they have not been successful, but because local funding is tighter - specifically a reduction in funds from United Way. For first year or year and a half, individual donors dug deeper, but now that they are seeing more difficult times people are losing their reserves

8. *What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?*

They would like to expand all of our programs, as demand for all of our programs has increased. Specifically, the TORCH program, and after school programming, as financing college has become more of a challenge. The programs that they continue to work on are those that are seeing results.

9. *If your budget increased by 50% overnight, how many more people could you serve?*

N/A

10. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?*

N/A

11. *What would be your ideal increase in funding?*

They would love to stay where they are at financially. Being able to maintain a level of service, let alone grow is what they are hoping for at this point. What Pruitt is seeing is that there is a significant worry. They are losing funding, and sources are not as reliable. Right now they would love to say three or four years from now, that they are at the same level as they are now.

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

The groups that they work with don't turn down clients, just are not able to serve them to the same depth that they would like to.

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

They have a variety of funding streams. They are losing our biggest funding in less than a year (September 2012). Not eligible to reapply due to funding caps. This grant accounts for half of their funding.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They work with the TORCH program, PRIMETIME group, and school district to name a few. They work with roughly 50-60 organizations. There is a tremendous level of collaboration in nonprofit sector.

They strive to decrease unnecessary duplication, but instead promote intentional duplication. Different entities in Northfield have carved out niches. Northfield Organizations need to recognize there is a cross savings if everyone fulfills their niches. What is left is a very intentional nonprofit field. If a few things fall off it means there are going to be holes. This helps to save resources. Pruitt wants intentional duplication.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

Funding, the feeling of instability of funding at both state/national and local level. They spend a lot of time looking for resources to maintain the programs. This is part of what they do, so organizations don't need to bear the time looking for funding and resources, as it is an inefficient micro-model and use of their time.

16. What are you most proud of? What has been successful for you?

When one steps back and looks at the landscape and opportunity, it can be really inspiring in such a small amount of time. Look at the systematic change. HCI is helping to increase the number of high school grads, level of youth engagement in the community, and to create more opportunities. They have been able to try some things that have worked well, and other communities have come to look at them and to learn from them. The things Northfield has done as a community is really inspiring and profound. Personally, Pruitt feels incredibly fortunate to work in a field with such an amazing group

of people. "It is really phenomenal. They give time and energy and life to their work. We can see a direct impact in the community. This will lead to something better."

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

This is a very talented field. Can't absolve the role that government has in that. Local, state and federal government supply resources and funding. An extremely talented and dedicated group. Can't lose sight of the role of government to contributing to our success. Northfield is in danger of losing the role of government. Everyone has an obligation to invest in the community.

Northfield Area United Way - Betsy Spethmann

1. Can you briefly describe the purpose and goals of your organization?

United way is a fundraising and grant making organization that helps raise funds across the community to help address the most important needs in the community.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

They offer grants to 35 different nonprofit programs. Some grants are run by the same organizations. CAC receives grants for four different programs. The programs that they fund serve 92% of households in the Northfield area.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

Their funding comes primarily from their annual campaign. Funds raised during the year are then distributed throughout the year. They don't invest in an endowment. A fundraising event is held every fall and a grant application process every spring.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

They have five main areas of focus. The dollar amounts below speak to 2009.

1. Helping people in crisis - 169,000
2. Serving children and youth - 138,5000
3. Promoting health and well-being - 63,000
4. Helping people with disabilities - 22,700

5. Strengthening the community - 28,000

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

Administrative costs generally consume 8%-10% of the budget. They have very little direct programing. Between 90%-92% goes to fund programs through grants.

6. *How do you prioritize the allocation of money among your programs?*

The allocation of money is determined by a board of directors. It is comprised of between 9 and 12 members from across the community. Additionally, there is an executive director.

7. *Are there any of your programs that lack sufficient funding? If so, which ones?*

They need to better address homelessness of young adults between the ages of 18 and 25. Additionally, they need to increase school readiness, which includes making an effort to ensure preschoolers have access to the resources they need to prepare for kindergarten and first grade. Lastly, they could improve drug counseling and early intervention. They would like to fund it more robustly than they have been able to in the past.

8. *What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?*

N/A

9. *If your budget increased by 50% overnight, how many more people could you serve?*

N/A

10. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?*

In the past, every applicant who presented to the panel was funded.

11. *What would be your ideal increase in funding?*

N/A

12. *How many clients do you refer elsewhere because you are unable to serve them due to financial resources?*

N/A

13. *How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?*

Several programs that they fund also get funding from other grants on a local or federal level. They see that as a sign of strength. They have one program, imagination library,

that they fund completely. It is a literacy program for children 0-5. They are in the process of considering other sources as the cost has gone up. They want to apply for other grants, without competing with the organizations they are providing grants to.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with all of the organizations that they provide grants for. They want to support those organizations in other ways as well. Help increase visibility for their programs and organizations.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

N/A

16. What are you most proud of? What has been successful for you?

Spethmann is very impressed with the CAC and with programs run through the school district. Bridges to kindergarten, HCI, Summer PLUS, TORCH program. The programs run through the school district are really strong. Health Finders also has an excellent growth plan.

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

There is not a lot of support for homeless young adults. Additionally, Northfield needs to make sure there are opportunities for all kids, including ESL and Latino. They Northfield community could do a better job providing services for people with disabilities - especially summer program and summer camp opportunities for kids with disabilities. Integrating people with disabilities into the community is essential. Additionally, Northfield could provide better for seniors who are living in their homes who are not mobile. Northfield does a good job assisting healthy, mobile, and independent seniors. More attention needs to be given to seniors who aren't mobile or have the financial means to get out into the community.

Women in Northfield Giving Support (WINGS) - Rachel Matney

1. Can you briefly describe the purpose and goals of your organization?

They are committed to educated and expand philanthropy investments, and to offer grants to women and children. WINGS was founded 10 years ago, under the belief that women are insufficiently represented in philanthropy. They help women give financial support to women and children.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

They funded 26 organizations this past year. For their 10 year anniversary, they estimated that they had touched the lives of over 10,000 people. They only grant money to 5013c nonprofits (Community Action Center, Transitional Housing Center, Healthy Community Initiative, the YMCA, ect.)

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

There are 325 members of WINGS who donate. All funds come from donors or members. Their endowment is \$30,000.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)

Less than 10% goes to administrative costs. They grant between \$50,000 and \$51,000. Entrepreneurial fund grants an additional \$10,000.

6. How do you prioritize the allocation of money among your programs?

N/A

7. Are there any of your programs that lack sufficient funding? If so, which ones?

Not able to fully fund all programs; housing, clothing, shelter, youth scholarship needs. There are still over 25% of students who need help paying for lunches.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

N/A

9. If your budget increased by 50% overnight, how many more people could you serve?

Fund some organizations more fully and then also fund about 5 more organizations.

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

Received 40 applicants for grants, only able to grant money to 26 organizations.

11. What would be your ideal increase in funding?

N/A

12. *How many clients do you refer elsewhere because you are unable to serve them due to financial resources?*

N/A

13. *How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?*

They have been able to grow approximately 5-10% per year.

14. *What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?*

N/A

15. *What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)*

N/A

16. *What are you most proud of? What has been successful for you?*

N/A

17. *Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?*

There are definitely gaps in Northfield, Housing is a huge gap, especially not being able to provide short-term housing. Carlton students did an analysis if this a year ago, but Matney is not sure what came of it. Additionally, ensuring all Northfield students receive good education is a predominant need. Lastly, health care also remains a gap. There needs to be more transparency about the evident gaps as well.

HEALTH AND WELL-BEING/ SENIOR SERVICES

Community Action Center (CAC)– Jim Blaha

1. *Can you briefly describe the purpose and goals of your organization?*

The CAC is 42 years old and provides basic needs services, food/clothing and shelter primarily. It has grown and witnessed the Northfield community's increased desire for more services. It has entered into health services, dental access program for kids, has spun off to Ronald McDonald Caremobile, and helped health-finders establish and grow. The purpose is to provide basic needs and economic support to Northfield community members

Mission: to create a healthy caring and just community for all people through resources and volunteer effort.

It is the largest volunteer program in town, with approximately 1,919 volunteers.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

They served 1,059 household in Northfield school district last year.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

They serve all ages, however the principal age group includes those 20-45, as well as the head of households, for those are the most economically challenged. They see seniors (20% of food shelf use), children, and families with children, which account for about half of the people who use housing services to prevent homelessness. Additionally, they are open to all genders.

The ethnic groups they serve are Latino, mostly Mexican (35-40% of case load), Eastern Europeans, Asian (Vietnamese, Philippine, Cambodian), Russians, Poles, Ukrainians, some Africans but not many, Somali's and Egyptians.

32% of funding comes from grants. Donations account for 46% and endowments account for less than 1%. They earn some income from sales (\$80,000/year if lucky). They also receive permanent support from housing. They receive rent from 6 units of housing. They are currently recovering some capital investment into their building from the city, holding for future occupancy.

The CAC raises about \$430,000 by personal solicitation and mailed appeals.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

1. Food programs (food shelf, Thursday's table, etc) – not the most expensive programs but they are most visible and tangible
2. Emergency assistances – help with economic support (rent, utility cost, scholarships, clothing, help to repair a car, loans, grants)
3. Housing – very expensive, transitional housing, shelters

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary)

89% goes to programs, 6.5% to management, and less than 1% to fundraising (missing some programs). The rest probably goes into the Clothes Closet and housing

6. How do you prioritize the allocation of money among your programs?

They do not start from on programs. They follow the needs and demands of the service and will incrementally adjust lines based on anticipated funding. Unless they are trying to start something entirely new, they will just follow their history and incrementally adjust it.

7. Are there any of your certain programs that lack sufficient funding? If so, which ones?

There is not enough money for some emergency assistance. There is enough money for food, but they could always use more for housing, but not for other things that are currently in demand (transportation even in town). Always looking for funding. Sometimes they will offer help for rent assistance, but many times they cannot because there is not enough money.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

Energy assistance, client service emergency assistance.

Employment: have been looking at their niche in that realm, how do they increase people's incomes? They have been offering basic training (nursing, ect.) with help of south central college and state grants.

Healthcare (need new national system!), affordable housing, education, transportation

9. If your budget increased by 50% overnight, how many more people could you serve?

They would rather serve who they are already server better, as well as pay their staff more. They would get more food into people's hands, and be less stingy in the stewardship line.

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

If the shelter is full and they don't have enough money to put them up in a motel, they will turn them down.

Don't make every grant request, don't make ever loan request, try to keep people in their housing. Has to be sustainable, can't just help families with one rent check if it will be a problem next month too.

They do keep numbers (state tracking system) for people turned away for housing.

11. What would be your ideal increase in funding?

It is hard to say... \$500,000 might help them begin an employment program, enrich housing services, take some of the load off of emergency assistance things, feel easier about making tough decisions. Any more is helpful.

12. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

N/A

13. In what situations do you refer clients to organizations outside of Northfield? About how many do you refer in a typical year? How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

They always make referrals for energy assistance and medical assistance (handled by other agencies). Sometimes they get a stipend income for doing it. They also make referrals for food benefits sometimes too.

Immigration needs to be taken care of too, but they do not qualify for any resources.

14. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer? Do you have any major concerns about generating

They work hard to acquire the revenue they need to operate. The challenge lately is will they find donor fatigue when they approach the community? Basic needs services have gotten almost full funding – not sure if that will happen this year because of the economy. Could stall out a little bit.

15. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with any agencies in their building, including Healthy Community Initiative, schools community program, early childhood stuff, Lutheran Social Services, Rice County Dispute Mediation Services, senior services, etc. They also work with Public Health and housing programs (Three Rivers) services offered through city. Just about any organization, however, not Laura Baker services all that often, as it serves a specific population. They don't always connect, but may refer. For very specific populations they don't get too involved, Laura Baker takes them. They don't deal with everybody in town.

16. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

Challenges of immigration, population they deal with – service area (Northfield school district primarily) economic conditions that people carry are biggest obstacle, always patching gaps and filling holes... frustrated by the ability to make a lasting impact and help people acquire wealth instead of acquiring a grant or loan.

17. What are you most proud of? What has been successful for you?

They are proud of their achievements as a small agency, not changed their STE's full time equivalents (same size staff now than 10 years ago maybe slightly less) got some significant work done in feeding and housing people, creating of permanent supportive housing – great model. Dental access program for kids has been great and will continue at a different level and touched a lot of people and engaged lots of professionals to come forward.

Food shelf demand has tripled since 2000, but they were able to keep up.

18. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Yes as a community we have a very innovative and creative patch of people in the nonprofit services, dedicated and committed people, good support. Could grow local community foundation as a backup safety net for different groups. But as challenging as the future may be they do a great job.

Healthfinders Collaborative, Inc. - Charlie Mandile

1. Can you briefly describe the purpose and goals of your organization?

They serve low-income residents of Rice County, provide healthcare services to people, including primary medical care and patient advocacy, reduce unnecessary emergency room visits, serve as an access point for groups that are excluded from the health care system, provide direct services, retirement clinic, volunteer nurses, interpreters, medication, and a chronic disease program.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

Last year they served over 700 patients county-wide, including both primary care clinic and advocacy programs. The gender is split, and the target population is low-income, under-insured families. They serve ages 8-60, with 20% being children (under 18). Lastly, 60% Latino, 10% Somali.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

Annual fund makes up 25% of the overall budget, which includes direct mail, annual gala, individuals, businesses directly donating to the organization. 75% comes from grants or incentives.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

The core is primary care services, medical assistance, and chronic disease (healthy lifestyles).

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

75% of funding goes to programs, 25% goes to administrative costs. They have a good volunteer base, which they rely on heavily.

6. *How do you prioritize the allocation of money among your programs?*

1. Medication assistance- money for prescription medication
2. Chronic disease programming- prevent and promote as much as treatment, public health vs. primary care
3. Core programming- primary care clinic- so much volunteer support, core of clinic in terms of operational

7. *Are there any of your programs that lack sufficient funding? If so, which ones?*

They could be doing more as there is more demand to meet. This is evidenced by the wait list for the diabetes and chronic disease programs, as well as lines at the clinic. Additionally, increased funding for patient advocacy services is required- applications, referrals, newly uninsured people who need help navigating public assistance system.

8. *What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?*

- expand clinical hours
- biggest health need in Northfield is adult mental care, big unmet need- using collaborative model, mental health care would meet demand
- model is sound, getting together in community and drawing out volunteers, organization in comm. get together enough resources
- dental and mental health (bigger collaboration going on with mental health)
- administrative side, get people into those communities
- paid employees, exec director, coordinator, advocate, another coordinator, comm. director, 60 volunteers

9. *If your budget increased by 50% overnight, how many more people could you serve?*

N/A

10. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?*

- dental, turn people down daily

- hard to know because of waiting list- difficult because people don't want to go to ER but must be addressed
- bill pay programs to help people with outstanding bills
- overall under-resourced
- diabetes- 5 to 10 on wait list currently
- clinical services- two week wait, not sure how many don't show up, any clinic night 10-15 patients scheduled

-in order to reduce wait list etc. -- admin time and operating support is problematic, adding hours to clinical coordinator time to schedule labs, follow-ups, etc., adding another night would mean more staff time, core gen operating staff to take operations to the next level, understaffed

11. What would be your ideal increase in funding?

with another coordinator/ patient advocate, \$30,000/yr, .8 full-time, would help reach the need

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

N/A

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

There is always concern in the nonprofit sector.

- last yr., dev and planning process, look beyond one-yr increments (7th yr now)
- next step in org by starting to look at 3 and 5 yr investments and planning programs, hoping to bulk up annual fund
- form new relationships with foundations, grant sources, diversify funding sources
- looking healthy but still looking to solidify funding past 1yr increments

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with the Northfield Hospital and Allina clinics, which do lab work and imaging for them. They also work with Growing Up Healthy (Mandile is on the board, committee chair), community outreach, Healthy Lifestyles (work with Vista), and the multicultural cooking class. Lastly, they combine resources with Growing Up Healthy.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

One barrier includes meeting the needs of the Somali community in a culturally appropriate way. The Latino community is well understood, but they find it difficult to grasp how to work with the Somali community in Fairbault. Additionally, they struggle

to find additional doctors, and are always looking for opportunities to apply for new grants as a means to keep up the annual fund.

16. What are you most proud of? What has been successful for you?

They are proud of entering their seventh year, and having served over 1500 patients. They have helped with problems related to diabetes, establishing a diabetes program that effectively recognized the need and worked out ways to triple size of the programming, while still personalizing the plans.

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

More than any other community, the Northfield nonprofit community is doing the right things and working together. Don't want to say segregation, but big divisions between social groups in town shouldn't go unrecognized or unnoticed.

HOPE Center – Erica Staab

1. Can you briefly describe the purpose and goals of your organization?

Mission: end violence (domestic and sexual) within Rice County.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

They serve approximately 742 people. They serve many different ethnicities and both genders. The majority of their clients are between 18 and 44 years of age.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

They majority of funding comes from OJP through the state. Federal money from VALLA. Additional funding comes from Fairbault and Northfield United Way, the NAF, local churches, and WINGS.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

Domestic violence and sexual assault programs are the top programs. People call or come in, and the HOPE center will help with safety planning, looking at options - figuring out what the next steps are. They will also walk people through the legal process and help them navigate any other systems they may encounter. Other top programming includes community engagement presentations.

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

Majority of funding goes to programming. 38% of costs are administrative, but this includes a large piece of Staab's salary as well as their financial coordinator and their fundraising.

6. *How do you prioritize the allocation of money among your programs?*

Money goes to staff - this is the biggest cost. Then it goes to the building.

7. *Are there any of your programs that lack sufficient funding? If so, which ones?*

They used to have a child resiliency program, but they had to cut it; they would like to reinstate it. They would also like to work with children, addressing how they were affected and managing emotion.

8. *What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?*

They would like to have a physical location in Northfield and another staff member present in the community. This would increase the number of people served. Transportation is also sometimes an issue. If they had another staff member and a location in Northfield, they could also utilize the colleges' resources.

9. *If your budget increased by 50% overnight, how many more people could you serve?*

N/A

10. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?*

They do not turn down any clients - services are free. Could use \$40,000 - \$50,000 initially to have a physical location in Northfield. Could also use \$30,000-40,000/ year on top of this. At least 100 more people a year could be served.

11. *What would be your ideal increase in funding?*

Would like to do more with Northfield schools on the prevention side - address bullying, healthy relationships, etc. This would require a budget of about \$20,000.

12. *How many clients do you refer elsewhere because you are unable to serve them due to financial resources?*

Do not turn down clients - services are free.

13. *How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?*

Anticipates a 17% cut from the legislature. More individuals are giving, but they are giving less money due to the economy and tough financial times. A year ago Staab would have said that their situation was stable. If they suffered from a certain degree of a lack of funding, her position and role as the public face of the organization would have to be cut. This would mean fewer collaborations.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with Growing Up Healthy, Chemical Health Coalition, Healthy Community Initiative, and United for Kids. They combine resources with them. Sometimes HOPE Center will make presentations and/or these organization will send referrals.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

People do not always understand exactly what they do. Right now they cannot do a big educational campaign because of lack of funding. Electronic media/ social networking helps them to connect on a low cost basis, but this can also create a barrier for some low-income clients. Things like printing are also a huge cost. They would also like to reach out to more immigrant communities, but interpreting costs are a factor (they do provide interpreting services).

16. What are you most proud of? What has been successful for you?

They are most proud of the collaborations with colleges and the number of people that volunteer for them. In spite of the economy and budget cuts, they have been more stable than many of the other organizations in the state.

(State funding has been going down - was between 3-5% consistently - now a 17% cut)

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

It's nice that there is such community support. However, if there are more resources, more people will utilize the services that the community offers. Working together is key. Northfield creates a safety net, but there needs to be more. The infrastructure/programming is there; it's a matter of beefing up resources.

Laura Baker Services - Sandi Gerdes

1. Can you briefly describe the purpose and goals of your organization?

To support the lifestyles and dreams of people with disabilities and to try to serve them where they are located. Provide basic support, education, working on family support services. Have a full spectrum of services – from people who need only a few hours to 24

hours. Work within a variety of settings—both family homes and homes that they provide.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

68-75 age year. Work with people with developmental disabilities. Mostly Caucasians, also some African Americans

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

95% paid for with medical assistance; 5% private

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

Serve 30 people through community services; serve 30 people (living facilities and school) through Oak Street services. Music therapy program, which is part of these other programs, serves 8-15 people.

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)

Have a fee for their service. About 60% of their revenue and expenses are from Oak Street services and about 40% from community services. Unsure about the percentage of administrative costs.

6. How do you prioritize the allocation of money among your programs?

See previous question.

7. Are there any of your programs that lack sufficient funding? If so, which ones?

They are always looking for continual improvement. They are in the process of renovating the 5-house campus and trying to create an organizational learning culture. Laura Baker Services would also like to be appealing to staff, to be an employer of choice.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

Would like to expand family support. Often families would love to use it but don't have any way to pay; no funding sources for it. This kind of support is not something that's built into the rules and regulations. While this gives them the flexibility to design their

own programs, they struggle to find funding. Families keep losing in the funding struggle. They would love a big source of funding, and they would like to work on creating a volunteer corps committed to go when they are needed. Families need to feel that these services are a safe option for them.

9. If your budget increased by 50% overnight, how many more people could you serve?

Would like to serve 20-30 more families. This would come from the money they are looking for in order to provide greater family support.

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

Have a waiting list of about 20 people (from Jan 2011 so far). This doesn't count families that just contact them that want to work with them. The cost depends on what they are doing and on what people need. It can be anywhere from \$60,000 - \$100,000 per person for 24-hour support. This includes paying people between \$10-15 per hour with benefits.

11. What would be your ideal increase in funding?

They receive about \$200,000/yr in community support. Much of their income is based on legislature, Medicaid. Community support helps them to ride the waves of change. They are focusing on how they can manage what they do and be an employer of choice. Right now they are concentrating on maintaining services. Would love to have about half a million dollars over 5 years.

12. How many clients do you refer elsewhere because you are unable to serve them due to financial resources?

Most people know what Laura Baker Services does when they call. They can serve most people that contact them. Work within a 30 mile radius.

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

Absolutely. Their rates are determined by the MN Department of Human Services and legislature. They go under huge scrutiny with funding changes. 24 hour services get expensive. Although they feel that they do it cost effectively, it's expensive, and they are constantly under scrutiny in terms of where their funding is coming from.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They collaborate with all kinds of organizations: YMCA, Community Action Center, St. Olaf, Carleton, services of hospitals and clinics, and local churches.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

They tend to see possibilities, but Gerdes does see an issue with some of the political dialogue that's diatribe instead of dialogue. This occurs at the state level although people also model it as citizens.

Needs in the community they would like to be able to address:

Need for more family support services. Education about the idea of ability/disability and what barrier's we've created. How we can create a community that sees our neighbors as neighbors and acts that way. Need an increase in dialogue. Interns are very helpful in expanding this dialogue, but they would still like more community education and outreach.

16. What are you most proud of? What has been successful for you?

Stories that people have had about a dream come true and getting what they want. The valuable connections that they have created.

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Yes, Gerdes feels confident based on her experience over time. There doesn't seem to be huge unmet needs in Northfield, and when something comes up, Northfield as a community is quick to respond.

Three Links – Pat Vincent

1. Can you briefly describe the purpose and goals of your organization?

Three Links is a retirement community offering a wide range of services including memory care, home care and hospice care.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

Three Links serves 350 people per day. The average age of those served is 85yrs.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

10% from Medicare and Managed Care

35-40% from medical assistance

Remainder- private pay

Occasional grants, about \$15,000 in grants per year is received. Care Choice is a healthcare cooperative 3L is involved with collectively apply for grants with 23 other nursing homes that are members

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

1. Memory Care- 24 beds in nursing home, 34 beds in cottage setting, staff training is a large cost, also includes family care

2. Assisted Living Program- (Millstream Commons)- depends on the level of care consumers want, generally as independent as possible

3. Care Center- plays a lesser role in the whole spectrum but is a very expensive level of care

5. What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)

Each program has a separate budget

6. How do you prioritize the allocation of money among your programs?

There's a foundation at Three Links, and all start-ups come from the foundation. 70% of costs are related to staff, and it jeopardizes care to cut staff. It is important to note that reimbursement rates have been frozen for 3 years and the MN Equalization of Rates means that 3L cannot charge private pay rates higher than that state rate.

7. Are there any of your programs that lack sufficient funding? If so, which ones?

In order to run the Nursing Home, 3L actually loses \$30 a day per resident. This number is the difference between expenses and state funds.

8. What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?

They would like to improve the Home Care and Home Companion Links, as Baby Boomers will want to be in their homes. They would also like to better publicize the Adult Day Center, which gives caretakers a break.

9. If your budget increased by 50% overnight, how many more people could you serve?

The Home Care and Home Companion links could "expand readily".

10. How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?

Three Links "tries not to" turn down any clients. Sometimes have to work with families to help them apply to the county for assistance, but some families don't want to use this help because of the vast amount of paperwork, etc.

11. *What would be your ideal increase in funding?*

Home Care- \$10,000 or more

Adult Day Program- \$5,000- \$10,000 to offer scholarships to people, perhaps develop some sort of free trial for those interested in the service.

12. *How many clients do you refer elsewhere because you are unable to serve them due to financial resources?*

None.

13. *How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?*

Medicare is expecting an 11% decrease in 2012 and the state budget deficit of 6 billion dollars means that they are at the "mercy of the legislature."

14. *What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?*

They collaborate with the Northfield Retirement Center, WINGS, Northfield Hospital, Oncology Center with hospice care, Northfield Hospice program. They do not combine resources, deal with federal and state funding but sometimes split costs.

15. *What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)*

Funding has become tighter and tighter, and they are in need of more volunteers.

16. *What are you most proud of? What has been successful for you?*

They are very proud of the Renovated Care Center in 2000, something people really enjoy. Good management team, staff really demonstrates a passion for serving the elderly despite no wage increase in 3 years.

17. *Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?*

Lots of nonprofits, lacking coordination of efforts, collaboration between organizations could be improved-- work harder to not duplicate efforts, better communication.

Northfield Retirement Community

* further interviewing necessary

1. *Can you briefly describe the purpose and goals of your organization?*

Community of senior living and healthcare services

-Christian community of senior housing with services, ELCA-affiliate, church, spiritual, healthcare services

-independent living to Care Center services

2. *How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?*

They serve 300-400 older adults. There are more women than men, and it is primarily white, with an ecumenical focus.

3. *Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?*

Small part- LTCC- nursing home

- 50% state/government
- 40% private pay
- 5% private insurance
- Manor- 60% government subsidized, 40% private pay
- Parkview East- assisted living
 - West- independent living area
- Country Valley Suites- step between nursing home and apartment living, 24hr nursing care, not as dependent

4. *What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)*

N/A

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

N/A

6. *How do you prioritize the allocation of money among your programs?*

Government programs are allocated according to state funds

GRH- government funding, housing/rental, for higher income individuals

Private pay does not include medical assistance

7. *Are there any of your programs that lack sufficient funding? If so, which ones?*

The elderly waiver reimbursement rate is low.

- long term care insurance
- cost per day is set by the state of MN
- must make decisions based on cuts in funding (anticipating more cuts in October)

8. *What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?*

They would like to expand senior usage. A growing trend is for modular homes to be rented in a way that's healthcare-fitted. Additionally, they hope to accommodate Baby Boomers who wish to stay in homes for as long as possible.

9. *If your budget increased by 50% overnight, how many more people could you serve?*

N/A

10. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?*

N/A

11. *What would be your ideal increase in funding?*

N/A

12. *How many clients do you refer elsewhere because you are unable to serve them due to financial resources?*

N/A

13. *How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?*

N/A

14. *What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?*

N/A

15. *What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)*

N/A

16. *What are you most proud of? What has been successful for you?*

N/A

17. *Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?*

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N/A

Northfield Senior Citizen Center- Lynne Pederson

1. Can you briefly describe the purpose and goals of your organization?

Actual name: Northfield Senior Citizens, Inc. Purpose: serve people over 50 in the Northfield area; provide them with opportunities to be physically/mentally fit, opportunities for lifelong learning. They are a recreation center without any housing facilities. They are membership based and have different levels of membership.

2. How many people do you serve? In terms of age, gender, and ethnicity, what are the primary demographics you serve?

They serve about 1,460; between 300-350 every day

2010 stats: total usage (swipes in) - 76,572

Have a fitness center and a studio with a warm water pool. 80% of the use is this part. Also have a wellness side. This had 60, 177 uses for 2010.

Membership is based at 50, but the average age is 68-72. Probably slightly more women (because this is the norm for the demographic), but she does not know exactly. People using their services are mainly Caucasian, small percentage of Asian.

3. Can you give us the breakdown of your organization's funding? How much funding do you receive from grants? Donations? Endowments? (hard numbers if possible; also in terms of percentage) Do any other sources contribute to your funding?

Overall budget: 13% donation; 3% endowment/investments; less than 1% grants. Total income budget is \$577, 858 from contributions, program income, and membership. Budget expense total is \$597, 704.

4. What are your top three programs taking into consideration both funding and the number of people they serve? (By "top" we are referring to programs that are prominent in the community, important to the organization itself, receive a great amount of funding, and serve a large number people)

1) Fitness

2) Pool

3) Everything that goes with all of those

Next would be groups. Volunteer led groups like craft groups and book clubs pay to use the facilities. The majority of them are members.

5. *What percentage of your funding goes to programs? What percentage goes to administrative costs? (can ask about breakdown within programs if it seems necessary) (administrative costs include salaries and other business necessities, utilities, etc)*

4.6% - she included costs for different organizations they belong to

6. *How do you prioritize the allocation of money among your programs?*

They don't really budget in this way; don't think of x amount going to certain programs. Instead they know how many classes they want to run, and the majority of the income goes to programs. The fitness center and pool also receive a large chunk of the funding.

7. *Are there any of your programs that lack sufficient funding? If so, which ones?*

They do not receive any outside funding; used to get funding from United Way. Tough to have to rely on grants. Lack funding in the sense that they have a gap between income and expenses. Their cash flow is okay because of appreciation, but they would rather have no gap.

8. *What programs would you like to improve or expand? Do you see any needs in the Northfield community that your organization would like to be able to address?*

They would like to have a service coordinator or a social worker that works for them. See a great need to offer that service from a neutral organization, for the center to be a neutral organization that provides information and referral.

9. *If your budget increased by 50% overnight, how many more people could you serve?*

They could only serve so many more people before they would have to physically expand. They would enhance programs and reach out more to the community. If they had lots of funding they would expand the building.

10. *How many clients do you turn down due to lack of resources? How much money would be necessary to serve all clients who come seeking your services?*

Do not turn down any clients - have a scholarship program.

11. *What would be your ideal increase in funding?*

They would like \$20,000 to close the gap between income and expense. They would like \$40,000 in order to add another staff person.

12. *How many clients do you refer elsewhere because you are unable to serve them due to financial resources?*

Do not refer anyone or turn anyone away. They also have medical membership. People with a doctor's letter are able to use their services and are able to participate in their scholarship program.

13. How stable are your sources of revenue? Is there concern that changes in your organization's financial situation will negatively affect the services you offer?

Have a stable membership - net of 50 members each year. Concern: how do you keep programming and fees affordable? They would like to be able to subsidize membership. They have about 30 people currently in the scholarship program.

14. What other organizations in Northfield do you collaborate with? Do you combine resources in order to offer services that involve multiple organizations?

They work with the Community Action Center - CAC tries to figure out if their clients have other needs. They also partner with the YMCA to use the pool and classes. They work with the Northfield Retirement Community; Retirement Community will sometimes sponsor services, pay instructor fees, or pay for speakers. They collaborate with Three Links in the same way. Lastly, they work with the city. They have touched almost every nonprofit in town in one way or another.

15. What are your biggest obstacles in terms of providing services? (Do you have problems with receiving funding, with support from the community?)

Depends upon definition of service. In terms of social service, biggest obstacle is not having enough staff. In terms of other programs, the size of the facility limits how much they can grow.

16. What are you most proud of? What has been successful for you?

Proud of the group of seniors that had a vision for a bigger center, designed and got it. They raised \$1 million. Now there is a sense of ownership and purpose. It is an unusual center because of the fitness model. Pederson is also proud of the quality of the programs, and the fact that people continue to come and that membership grows.

17. Do you believe that the Northfield nonprofit sector has the ability to meet the needs of the Northfield residents? Why or why not? How do you view the role of the nonprofit sector in Northfield?

Northfield is so fortunate because of the many organizations it has. Services of people of all incomes - a fine network. Always problems with funding. The advantage of the Northfield Center is that they are membership based; therefore there is some guarantee of continued funds. CAC on the other hand is dependent upon donations. However, people really give and volunteer in Northfield; they give their time and talent as well as money.

COMMUNITY LEADER INTERVIEWS

Community Leader – CL-1

* questions 1-3 omitted to preserve anonymity

4. What do you see as the most prominent unmet needs of the Northfield community, in terms social services?

Finding ways to include the immigrant population in the broader social fabric of the community would be number one. Second would be continuing to meet the needs of the youth through education and activities. Third would be to meet the need of those in the community with economic needs. Beyond the social services, the community needs to focus on economic development - working together to create an environment that encourages people to create jobs. This brings lots of other benefits along with it. Also a notion of finding ways for the community to work together more effectively and find consensus.

5. What do you see as the biggest challenges for the Northfield nonprofit sector?

Finding ways for the sector to work together and collaborate across different boundaries. Especially social service with economic development and with family activities. Need for collaboration in the sense of finding ways to do things more effectively. Northfield is a small town with big ambition; it's hard to meet all of the needs, and there are high expectations. The nonprofit sector needs to achieve a sense of reality and prioritize.

6. Which nonprofit programs/services do you think are most effective and why?

Community Action Center, United Way, Healthy Community Initiative, Historical Society, Arts Guild, NAF, Chamber of Commerce, NDCC, churches - taken as a whole

The amazing thing is the number of people willing to get involved. Northfield is definitely a participation-oriented community. It attracts a lot of community participation and is good at working with different people in the community.

7. Do you think there are nonprofit programs/services that are ineffective, if so which ones and why?

NAF is in a difficult phase of development. Although it is run effectively with the resources it has, it's too young to have built up a financial base. The Arts Guild has been through a challenging time, but it is coming out of it. Professional and volunteer leadership was not quite up to past standards, but they are making progress now. Also questions the effectiveness of United Way but doesn't want to comment. Emphasizes the question/issue of collaboration and coordination - there's too much of a tendency to look at a problem and create a new organization to deal with it. Instead we should think about how to use the organizations in place and think of ways for people in the community to learn that there are organizations open to new opportunities.

Example on the economic development side:

- Postal Service intends to close downtown office
- there are about 500 people a day that use it and only 2-4 in other downtown areas that generate that kind of traffic
- downtown development group took that on for a 60 day appeal period

Sees a need to have organizations that have flexibility and a willingness to assess a problem and think about how they might address it effectively. Existing organizations should take on needs rather than always create new organizations to address new needs.

Community Leader – CL-2

* questions 1-3 omitted to preserve anonymity

4. What do you see as the most prominent unmet needs of the Northfield community, in terms social services?

Affordable housing, not a real awareness of poverty. A lot of feeling poverty doesn't exist here. Segregated, not seen. Rise in poverty and rise in human needs. CAC does what they can, still a lot more to be done. Working to get more education for adults. Not a lot of training programs that lead to jobs. Local people need to gain skills to be employed in Northfield. CAC did a welding training in Northfield, but no welding jobs here. Need to develop jobs that we do have needs for here in Northfield

5. What do you see as the biggest challenges for the Northfield nonprofit sector?

Short-sightedness. CAC does a lot but its like putting fingers in the dikes. NAF not sure what they are doing, where they are going. WINGS is a little more direct. A long vision. What are the building steps? For youth, you need to be investing in a lot of different things. Need to start as small children, not only helping once students are seniors in high school. Need a long-range view that will meet foundational change.

6. Which nonprofit programs/services do you think are most effective and why?

CAC is getting their. HCI has some real potential, but not well enough known nor do people understand what it is. But they collaborate and bring people to the table. Have more of a long vision. WINGS is effective. Don't know NAF as well, just the frustration of writing grants. Don't know what their vision is. Beautification of Northfield? Beyond that not a clear sense of what they are doing. I like health finders. They fill a real need. Use them a lot with kids. Really helpful. They need to develop more mental health services. We are only doing as well as the least amongst us. We are a community and when some people are really suffering then we all are.

7. Do you think there are nonprofit programs/services that are ineffective, if so which ones and why?

NAF - could be a lack of understanding on my part. They are a moving target. Applying for funds. United way has a lot of potential. Part of it I love, but yet they are put in a position to organize when they don't have a great understanding of the community. United Way does not make their goal clear and there is a constantly shrinking dollar. People are experiencing donor fatigue. Hard to know what the needs are but dollars are becoming less and less a funder of the CAC.

Community Leader – CL-3

* questions 1-3 omitted to preserve anonymity

4. What do you see as the most prominent unmet needs of the Northfield community, in terms social services?

Northfield community is good with opportunities for youth and fine arts. Needs continued emphasis/attention on cultural integration. The minority population continues to grow, and there is always the underprivileged assumption - that we know everything about everyone's culture. The community talks a good talk about assimilation/blending but needs to make sure all community members have a sense of those cultural differences.

5. What do you see as the biggest challenges for the Northfield nonprofit sector?

Funding- particularly with the current economic situation. The NAF for example, probably has way more grant needs than resources. Limited resources in terms of both human and financial resources

6. Which nonprofit programs/services do you think are most effective and why?

Landscape of Northfield is rich with good nonprofits; some are smaller in scope than others. NAF is a well-known entity and works from a significant pool of resources. Also mentioned HCI.

7. Do you think there are nonprofit programs/services that are ineffective, if so which ones and why?

Nothing comes to mind. Comes back to programs struggling with resources.

Example of programs that they deal with within the school:

Area Foundation - affects programs that help kids

HCI - impacts programs designed by kids

Student initiatives have included producing a Student Voice literary magazine and a group geared toward education about inner beauty.

Community Leader - CL-4

* questions 1-3 omitted to preserve anonymity

4. What do you see as the most prominent unmet needs of the Northfield community, in terms social services?

Number one impact on school performance is increasing poverty. More students qualify for free lunch or reduced lunch also fit into other demographic groups. Often poverty/low-income, ESL, minority group. Underlying, high degree of consistency, increase in poverty level. Greatest change in Northfield. Middle school is representative

of the district. 13% to 24% increase in free/reduced lunch over a 5 year period. Using school in the state of MN statistics.

5. What do you see as the biggest challenges for the Northfield nonprofit sector?

Competition, in two ways. Economy, less money to go around when economy is depressed. Northfield has an abundance of organizations that are out to help people. They are naturally in competition with each other. More groups out there providing help means more are fighting for resources

6. Which nonprofit programs/services do you think are most effective and why?

Those that are working in partnerships. Keeps from overlapping. Share information and resources. Anything working with the Community Action Center. School district includes everyone.

7. Do you think there are nonprofit programs/services that are ineffective, if so which ones and why?

Government entities, seen more effective operations. Using truancy as a means of help. RICE County is really passive. Use law to bring positive resolution. Truancy is the shield to move behind. Can't hold kids responsible for even attendance. Not very effective.

8. It has been brought up in a different interview that drug and alcohol abuse might be an issue in Northfield, do you have any comments or opinions on that?

Drug and alcohol use is lower in Northfield then in a comparable size school. Very sharp demarcation on what happens on campus and what happens off campus. Healthy respect for school campus. Very low instance of fights, vandalism, drugs. Empower students to tell us what is going on.

Community Leader – CL-5

* questions 1-3 omitted to preserve anonymity

4. What do you see as the most prominent unmet needs of the Northfield community, in terms social services?

Services to the underserved (lower income, poverty level, under the radar - undocumented). Additionally, the needs of Latinos - integration and outreach - particularly youth!! Lastly, drug use and abuse. I would like to see a youth training program.

5. What do you see as the biggest challenges for the Northfield nonprofit sector?

- coordination between groups
 - silo effect - sometimes like keystone cops
 - there are perfect groups doing great things but not a lot of contact between groups

- ex. lots of budget use on transportation; this gave rise to the transit initiative
- funds are only available for 5013Cs
 - money tends to go to big groups
 - harder for smaller initiatives; some don't want to be 5013Cs (more formal)
 - there should be some kind of mechanism for smaller initiatives

6. *Which nonprofit programs/services do you think are most effective and why?*

Torch Program - brought Hispanic graduation rate from something like 2% to 60%.
Additionally, Healthfinders, Growing Up Healthy and the Community Action Center.

7. *Do you think there are nonprofit programs/services that are ineffective, if so which ones and why?*

United Way. Money should go to services themselves, not to administration for more administration. However, there is no organization that is really ineffective.

These are really urgent times - hopes resources are used to address critical needs (for example, poverty and drugs over beautification)

Additional info:

City Hall itself needs to become more refined with partnering effectively with nonprofits. Important to have alignment between city council and the community.

Community Leader – CL-6

* questions 1-3 omitted to preserve anonymity

4. *What are the biggest needs of the Northfield community, in terms of health and human services?*

Immigration: we need to find a way for immigrant citizens to find sustainable jobs and housing, strategies to integrate immigrant populations into established community

Other needs: poverty, chemical, mental health although we addresses mental health relatively effectively

5. *What do you see as the biggest challenges for the Northfield nonprofit sector?*

Nonprofit groups don't work well together, everyone does their own thing, separate groups all acting for the good but not well coordinated

It is hard for new people coming into the community to sort their way through all the different organizations, people trying to do the same thing (YMCA, colleges, community services division)

Challenge of chemical health: partially result of the college culture resulted in chemical use of community being higher than it should be, experimental drug use.

There is also the problem of college age kids (but not college going), using chemicals and heroin. The community has fought with itself about how to deal with this, but the community hasn't come together to address drug problem

6. Do you think the Northfield non profit sector adequately serves the needs of Northfield community members? Why or why not?

No health and human service arrangement adequately serves community, Northfield does a pretty good job, aggressive in making affordable housing available, CAC and basic services, counseling services, minor medical center, core group of people interested in the common good.

7. Which nonprofit programs/services do you think are most effective and why?

Don't know enough to rank, CAC long history of good work really effective. Also, Laura Baker School helps significantly handicapped people integrate into society without discrimination, and has a high level of acceptance,

Work of the churches core of long term ministers who have worked collaboratively across denomination lines for the good of the community, connection between churches and nonprofits (that's how we got thursday's table)

Library is an important resource, as are the art organizations.

Historical society helps to create a civilized town, helps people feel better about where they live, pride for the community.

8. Do you think there are nonprofit programs/services that are ineffective, if so which ones and why?

Do not know enough to know that.